



State Training Center Schedule of Classes

Fiscal Year 2003-04



State Training Center

**“The cost-effective choice
for public agencies”**

Supporting quality public service
by providing outstanding training
and consulting services to
government agencies

100 instructor-led courses
customized
for public agencies

Two Web-Based E-Learning
programs:
Virtual Classroom (Instructor-led)
My SkillSource (Pre-Packaged)

Consulting services with
pre-qualified professionals

Video conferencing services

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Courses for Leaders

These courses are for supervisors, managers, and executives.

Comprehensive Courses	<i>Page(s)</i>
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• California Leadership Institute (#150)	67
• Management Certificate Program (#100)	62
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• Coaching Workshop (#420)	74
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• Effective Listening (#813)	51
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• On the Job Training (#415)	89
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* California Government Code §19995.4 requires all supervisors to complete a minimum of 80 hours of training within 12 months of their first supervisory appointment. The topics are specified in the statute. Courses 409A and 409B, taken together, comply with this requirement.

Courses for Analysts

Entry-Level Courses	<i>Page(s)</i>
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• Effective Use of Numbers (#610)	32
• Introduction to Analytical Staff Work (#611 & #6110)	33, 112
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• Legislative Bill Analysis (#677)	21
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• Performance Measurement (#112)	65

Courses for Office Support Staff

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• Customer Service (#815)	61
• Developing Organizational Effectiveness (#324)	55
• Effective Listening (#813)	51
• Managing Yourself on the Job (#810)	87
• Office Support Workshop (#509)	83
• Telephone Communication (#510)	47
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• Grammar (#520 & #5200)	97, 110
• Recording Meeting Minutes (#511)	48
• Spelling & Vocabulary (#521 & #5210)	98, 111
Special Topics	
• Benefits Training (#830)	24
• Leadperson Workshop (#405)	75

What's New at STC?

Take a look at these new courses offered at the State Training Center beginning in July 2003!

#324 Developing Organizational Effectiveness (1 day)

Working in a bureaucracy can be a challenge. What is meant by the term “chain-of-command?” This class will help you understand how government organizations work and how you can most effectively contribute your knowledge and skills to achieve your organization’s objectives. *See page 55.*

Instructor: Ambrosio de la Cruz, Ph.D.

#617 Communicating With Data (1 day)

Analysts, are your managers asking for constant rework of your written explanation of numerical data? Managers, are you spending too much time trying to make sense out of overly complicated narratives? A picture (or chart) is still worth a thousand words! This course will help analysts use simple methods to present data in an easy-to-understand way using tables, charts, and graphs. No effective analyst should be without the skills learned in this course. *See page 37.*

Instructor: Steven Pomerantz, Ed.D.

#620 Introduction to Critical Thinking (2 days)

If all facts seem equally important and judgments are reached as much from feelings as from data, it’s time for some critical thinking. This course will teach analysts to understand how fundamental assumptions may distort the outcome of an otherwise sound analytical approach. Learn to distinguish vital concerns from trivial issues; learn to differentiate clearly between causes and effects. Put your problem solving abilities in high gear with critical thinking. *See page 38.*

Instructor: Dave Willis

#645 Cost-Benefit Analysis (2 days)

This great course is back at STC with a new instructor. Now, more than ever, the proficient use of cost-benefit analysis principles will help organizations provide more efficient service. You will learn when you need to apply the appropriate tools for management decision-making. *See page 40.*

Instructor: Dave Willis

How to Enroll

To enroll for a class, your department must submit an approved **Program Registration (STD 697)**. Please contact your Department Training Officer for further information. **If you do not receive a confirmation letter from us prior to the class date, you may not be allowed to remain in the class.** If you have any questions regarding your enrollment status, please call (916) 445-5121.

For web-based training (WBT), you must include your Internet e-mail address and that of the person who approved your training.

Facility Location & Main Entrance

The STC is at 1515 "S" Street, North Building, Suite 108, Sacramento, CA. The nearest cross streets are 15th and "R" Streets. **Our main entrance is on the 15th Street side of the North Building.** See map on the inside back cover, or map on mapquest.com

The STC is just 1/2-block from the 16th Street Light Rail station. Riding the Light Rail is convenient and inexpensive and provides easy access to downtown at lunch time.

A parking garage is located on R Street between 15th and 16th Streets. The flat daily rate of \$8 is payable upon entry and does *not* include in/out privileges. Please do not park in parking lots reserved for employees of nearby State offices. Metered parking is available on 15th and 16th Streets between P & Q Streets for \$4 per day. Bicycle parking is available on the first floor of the garage. Please do not bring bicycles into the classroom.

Class Hours

All classes begin at 8:15 a.m. and end at 4:30 p.m. unless otherwise noted. Please arrive at STC by the scheduled start time of the class.

Telephone

Our telephone number is: (916) 445-5121; FAX (916) 324-4050. Anyone who needs to reach you while you are in training may call the number above. CALDEX phones and pay phones are available in the vending machine area. All long distance calls must be made on the pay phones.

Fragrance Free

In consideration of participants with sensitivity to fragrances, please refrain from wearing cologne or perfumes while attending classes at STC.

Accessibility

The STC is accessible to persons with disabilities.

Handicapped parking is available on “R” Street, and also adjacent to the elevator on all floors of the parking garage. Please enter on the 15th Street side of the North Building; an access ramp and push pad door activators have been installed for your convenience.

Please provide us with as much advance notice as possible if you require a reasonable accommodation to take a class at the STC. Note this need on the Program Registration and include the participant's direct phone number and e-mail address. We will consult with the participant to determine exactly what is necessary to provide access, and will make the necessary arrangements to provide accommodation in compliance with the Americans with Disabilities Act.

If you wish to bring your own reader, interpreter, or service assistant, please let us know. The STC will provide a seat for the assistant without charge to your department.

*For persons with vision impairment, we can produce enlarged print materials, braille, or provide a reader to assist you in the classroom. **Please give 60 days advance notice if braille or enlarged-print materials are required.***

Accessibility
(Continued)

For persons with hearing impairment, we can provide sound amplification, sign language interpreters, and real-time captioning on videos.

For persons with orthopedic impairment, please specify the nature of the impairment and what is needed to accommodate you.

Cancellation Policy

If you are unable to attend class, you may cancel, reschedule, or send a substitute. Contact your department training coordinator to make these arrangements. The training coordinator will then contact the STC with your request.

Cancellations received *more than 10 working days* before the start date of a class are without charge. Cancellations *received 10 working days or less* before the start date of a class will be charged the full tuition amount. This late cancellation charge is based on the fact that STC incurs nonrefundable costs 10 working days before each class.

If you cannot attend a class, STC encourages you to either (1) cancel or reschedule more than 10 working days before the class or (2) send a substitute.

“No-shows” are charged the full tuition.

Reschedule Policy

You may reschedule a class without charge more than 10 working days before the class date.

A request to reschedule 10 working days or less before the class date will be treated as a late cancellation and your department will be charged the full tuition.

Substitutions

Substitutions are permitted up to the first day of the class. The substitute should meet the prerequisites for the class, if any. If you received any special pre-class material or instructions, please pass these on to the substitute.

There is no need to make special arrangements with STC for sending a substitute. The substitute should sign the class roster in your place and attend all class days.

Please do not have one person attend one day and another person attend another day of a class.

Group Training

If you need to enroll 20 or more participants in the same course, the State Training Center will arrange a session just for your employees, at your location (or ours, if available), at reduced tuition rates.

Information about these "*group registrations*" may be obtained by calling the STC and speaking with the Training Officer for the course you need. Call us if you need help determining which course would be best for you. See page 121 for more information.

Web-Based Training

On our Web site, you will find up-to-date information about our current and upcoming programs. This site also includes the State of California Departmental Training Officer (DTO) Directory; frequently-asked questions (FAQ's); training laws, rules, and policies; links to valuable training resources; and the enrollment status of every course we offer.

The STC Training Center offers Web-Based Training in two formats: the *Virtual Classroom* (instructor-led training) and My SkillSource (self-paced training) which is available 24/7. See pages 104–118 for more information.

#220 Equal Employment Opportunity Overview (1 day)

This program will provide you with an overview of the State's policies and commitment to a workplace free from discrimination. If you need more information about classes in EEO counseling, EEO investigating, or EEO report writing, you may wish to contact the State Personnel Board at (916) 653-2085.

- Objectives:**
- Define EEO/AA and other relevant terminology
 - Discuss the impact of legislation on the State's Affirmative Action Program
 - Identify discriminatory practices, patterns, and their social causes
 - Effectively identify and reduce barriers to employment for individuals with disabilities
 - Define the Supervisor's role in promoting a discrimination-free work environment
 - Identify the laws which govern discrimination in the workplace along with the organizational and personal responsibilities for compliance.
 - Create tangible changes in behavior through personal action planning

Related

Courses: #267, #425

Instructor: Robert Gallegos

Tuition: \$95

When: Section 1: January 28, 2004

#425 Disability Employment Law (1 day)

This workshop is designed for all managers, supervisors, personnel analysts, return-to-work and workers' compensation coordinators, and ADA/EEO staff who need help in understanding Federal and State disability employment law. It will focus primarily on the Federal Americans with Disabilities Act (ADA) and the California Fair Employment and Housing Act (FEHA) requirements in supervision. In addition to teaching you the Reasonable Accommodation Process, this course will also show you how to develop current and accurate job statements which is the key component in conducting ADA and FEHA compliant recruiting, hiring, interviewing, and performance evaluation processes. The impact of recent U.S. Supreme Court and 9th Circuit Court decisions will also be discussed.

- Objectives:**
- Better understand your attitudes toward persons with disabilities and learn how attitudes can impede the hiring and promotional process
 - Understand how the Americans with Disabilities Act and recent changes to the California Fair Employment and Housing Act affect employment practices
 - Define essential functions within a duty statement and explain the concept of the Reasonable Accommodation Process, your role as a supervisor in that process, and how to determine and document a disabling condition
 - Design and conduct ADA/FEHA compliant recruiting and hiring
 - Develop strategies to increase awareness about persons with disabilities and implement effective, fair, and legal employment practices

Related

Courses: #220, #267, #409A, #409B

Instructor: Michael Trowbridge

Tuition: \$95

When: Section 1: December 10, 2003
Section 2: May 24, 2004

#555 Preventing Workplace Violence (1 day)

This program is for employees who have direct contact with the public such as receptionists and public counter employees. It will give you the tools necessary to handle potentially violent or stressful situations in the workplace without losing control.

Note: This course meets DPA requirements as a part of each agencies Workforce Violence Prevention Program. It can also be used as a part of your agency Injury and Illness Prevention Program (IIPP). For more information, visit www.dpa.ca.gov/jobinfo/wvpp.pdf.

- Objectives:
- Recognize workplace security hazards associated with the three types of workplace violence as defined by Cal-OSHA
 - Learn safe techniques to defuse angry or hostile behavior
 - Learn prevention measures such as reporting violent acts or threats of violence and knowing who to call in an emergency
 - Identify measures to prevent workplace violence, including procedures for reporting workplace security hazards
 - Use measures to summon others for assistance
 - Know when to use the Employee Assistance Program (EAP)
-

Related

Courses: #565

Instructor: Barry Nixon

Tuition: \$95

When: Section 1: March 25, 2004

#565 Preventing Workplace Violence for Supervisors (1 day)

This program will teach supervisors and managers of public employees to recognize potentially stressful or violent situations in the workplace. The emphasis will be on managing the potential for three types of violent crimes: crimes/incidents unrelated to the work environment, crimes/incidents by customers and clients, and violent crimes/incidents by employees.

Note: This course meets DPA requirements as a part of each agency's Workforce Violence Prevention Program. It can also be used as a part of your agency Injury and Illness Prevention Program (IIPP). For more information, visit www.dpa.ca.gov/jobinfo/wvpp.pdf.

- Objectives:
- Understand the role of the supervisor in workplace security
 - Recognize workplace security hazards associated with the three types of workplace violence
 - Learn safe techniques to defuse angry or hostile behavior
 - Learn prevention measures such as reporting violent acts or threats of violence and knowing who to call in an emergency
 - Plan for a safe workplace
 - Promote crime awareness and self-protection
 - Learn legal responsibilities to employees
 - Learn when to refer employees to the Employee Assistance Program(EAP)

Related

Courses: #555

Instructor: Barry Nixon

Tuition: \$95

When: Section 1: March 26, 2004

#642 Budget Process Workshop (2 days)

This course is designed for people who prepare, review or administer budgets or who are preparing themselves for these roles. The workshop provides you with a comprehensive overview of the California budget process and offers hands-on problem solving, open discussions and simulated situations. This course is intended to be taken in conjunction with course #643 (Budget Change Proposal Overview). For your convenience, some of the courses are scheduled on consecutive days.

- Objectives:
- Describe the central functioning of budgets in the planning and conduct of State programs
 - Understand constitutional and statutory provisions related to the budget process
 - Track in detail departmental budget preparation, its approval and administration
 - Understand state organizational structure and its relationship to budgeting
 - Explain the meaning of the numbers and language in the Governor's Budget and the Budget (Appropriations) Act
 - Distinguish between line item, performance, and program budgets
 - Understand legislation as it relates to budgeting
-

Related

Courses: #643

Instructor: Dave Willis (DW), Les Ouchida (LO), or Bob Straight (BS)

Tuition: \$185

When:

- Section 1: August 4-5, 2003 (DW)
- Section 2: September 8-9, 2003 (LO)
- Section 3: October 14-15, 2003 (BS)
- Section 4: December 8-9, 2003 (DW)
- Section 5: January 20-21, 2004 (LO)
- Section 6: February 17-18, 2004 (BS)
- Section 7: March 15-16, 2004 (DW)
- Section 8: April 12-13, 2004 (LO)
- Section 9: May 17-18, 2004 (LO)

#643 Budget Change Proposal Overview (1 day)

This course is designed for persons who prepare, review or administer Budget Change Proposals (BCPs), or those who are preparing themselves for these roles. This workshop provides you with an overview of the BCP process and offers discussions, exercises and simulated situations. This course is intended to be taken in conjunction with course #642 (Budget Process Workshop). For your convenience, some of the courses are scheduled on consecutive days.

- Objectives:**
- Track the process for the preparation and approval of BCPs
 - Prepare material for BCPs including problem statements, objectives, workload computations, and justifications
 - Develop and analyze BCPs
 - Avoid the major pitfalls in writing BCPs
-

Related

Courses: #642

Instructor: Dave Willis or Jane Irwin

Tuition: \$95

When:

- Section 1: August 6, 2003 (DW)
- Section 2: September 10, 2003 (DW)
- Section 3: October 16, 2003 (JI)
- Section 4: January 22, 2004 (DW)
- Section 5: February 19, 2004 (DW)
- Section 6: March 17, 2004 (DW)
- Section 7: April 14, 2004 (DW)
- Section 8: May 19, 2004 (DW)

#676 Legislative Process (1 day)

This overview of the legislative process helps participants follow the path of a bill from its introduction in the Legislature to its signature by the Governor.

- Objectives:
- Outline the organization, staffing and committee structure, and legislative process for the California Legislature
 - List and describe the key sections of a bill and summarize how it becomes law
 - Identify at least ten resources that unlock the mystery of the legislative process and discuss how to utilize these resources effectively
 - Describe how the Executive Branch (departments, agencies, Governor’s office) works with legislative staff throughout the legislative process
 - List and discuss at least three tools, concepts or techniques related to legislative process that will be utilized as a result of this training
-

Related

Courses: #677, #6760

Instructor: Jane Irwin

Tuition: \$95

When: Section 1: August 11, 2003
Section 2: February 17, 2004
Section 3: March 15, 2004
Section 4: May 10, 2004

#677 Legislative Bill Analysis (2 days)

This course is for any state employee who is required to analyze a bill to determine its impact on a state department.

- Objectives:**
- Describe the State of California legislative process including how a bill becomes law
 - Define and discuss at least twenty terms related to the legislative process
 - Identify the key components and sections of a bill
 - Write a bill analysis and/or enrolled bill report that includes:
 - a. A summary of the bill
 - b. Legislative history
 - c. An analysis of:
 1. Current law or practices
 2. Reason(s) why changes are necessary
 3. Arguments for and against the bill
 - Use the internet to locate relevant State legislative Web sites, locate information on specific Assembly and Senate bills, review the legislative calendar, and review bill analysis done by legislative committees

Related

Courses: #677, #6760

Instructor: Jane Irwin

Tuition: \$185

When:

- Section 1: August 12-13, 2003
- Section 2: September 29-30, 2003
- Section 3: November 12-13, 2003
- Section 4: January 12-13, 2004
- Section 5: February 18-19, 2004
- Section 6: March 16-17, 2004
- Section 7: April 14-15, 2004
- Section 8: May 11-12, 2004
- Section 9: June 7-8, 2004

#824 Rulemaking (3 days)

This workshop is designed for State government employees in administrative and technical positions. It focuses on the elements of the Administrative Procedure Act rulemaking process, how to draft a regulation, and what the Office of Administrative Law (OAL) looks for when reviewing a regulation.

- Objectives:
- Describe the Administrative Procedures Act rulemaking process
 - Identify rules which must be adopted under the Administrative Procedures Act
 - Draft a legal notice of proposed rulemaking
 - Decide which comments must be considered; condense and respond properly to comments
 - Determine what procedure to follow to adopt a proposed modification
 - Decide how/when it is proper to use either “emergency” or “section 100” procedures
 - Demonstrate the need for a proposed regulation
-

Instructor: Michael McNamer

Tuition: \$275

When:

- Section 1: September 9-11, 2003
- Section 2: October 7-9, 2003
- Section 3: November 4-6, 2003
- Section 4: January 6-8, 2004
- Section 5: February 3-5, 2004
- Section 6: March 2-4, 2004
- Section 7: April 13-15, 2004

#826 Classification and Pay (2 1/2 days)

This interactive workshop is designed for departmental personnel analysts who handle the full range of classification and pay work and deal directly with DPA's classification and pay staff. The class provides a comprehensive overview of classification and compensation functions, including reviewing and approving classification changes, developing salary relationship information, and leading classification projects. Personnel specialists, divisional liasons and program managers may attend on a space available basis.

- Objectives:
- Distinguish between the roles of the State Personnel Board and the Department of Personnel Administration
 - Identify the essential elements of effective duty statements
 - Determine the proper classification for a set of duties using the seven allocation factors
 - Determine resources available to classification and pay analysts
 - Develop a class specification and justification for a new class
-

Instructor: DPA Staff

Tuition: \$295

When:

- Section 1: November 18-20, 2003
- Section 2: January 20-22, 2004
- Section 3: March 9-11, 2004
- Section 4: April 20-22, 2004
- Section 5: June 8-10, 2004

#830 Benefits Training (3 days)

This class for personnel transaction staff and attendance clerks has been expanded to provide more information about State sponsored employee benefits. You will use the Benefits Administration Manual (BAM) along with the various resource publications and guides, enrollment applications, and memos to Personnel Management Liaisons (PML).

- Objectives:
- Find resources to explain all employee benefits to your departmental employees
 - Respond to questions regarding employee benefits
 - Provide information to department employees regarding benefit choices
 - Contact the correct agency for resolving problems related to benefits
 - Handle changes in benefits due to appointment status and family situation changes
 - Recognize potential problem areas in benefits administration
-

Instructor: Desi Rodrigues

Tuition: \$275

When: Section 1: September 8-10, 2003
Section 2: February 9-11, 2004
Section 3: April 5-7, 2004
Section 4: May 24-26, 2004

#835 Return-to-Work Training (4 days)

This workshop for workers' compensation case management staff is designed to provide sufficient knowledge to effectively administer an agency's Return-to-Work and Worker Compensation Programs. If you successfully complete the course you will be certified as a Worker Compensation Case Manager.

Prerequisite: Individuals must read DPA's "*Return to Work Coordinator*" desk reference manual and have a thorough understanding of the terms used in worker compensation claims prior to attending this class.

- Objectives:
- Describe the Worker Compensation System
 - Report injuries and understand benefits and options
 - Discuss strategies for returning employees to work
 - Understand the role of the State Compensation Insurance Fund
 - Effectively manage your worker compensation cases
-

Instructor: Shelby Wineinger

Tuition: \$395

When: Section 1: October 14-17, 2003
Section 2: June 14-17, 2004

#840 Travel Administration (2 days)

Through review and application of DPA rules, procedures, practices, contract provisions and tax requirements, this course will provide basic skills to *accounting personnel* who are required to audit travel expense claims. Course attendees will learn to effectively review and audit travel expense claims, to report and withhold taxes as required, and to accurately explain travel program provisions, limitations, and requirements to those who must understand these procedures.

This class is not appropriate for line program travel clerks or unit claim preparers.

Because the State of California has different rules than those of the University of California, this class is not appropriate for University employees.

Prerequisite: Attendees must be working in a headquarters or field accounting/budget/fiscal office (including regional and institutional accounting offices) and have or will have either working or supervisory responsibility for developing departmental travel reimbursement procedures, advising staff regarding travel and miscellaneous reimbursements and/or processing claims for travel and other items of reimbursement.

Objectives:

- Identify sources where travel information can be found
- Identify the rules, past practices and policies related to the reimbursement of travel expenses of State employees
- Identify the most commonly made errors on travel expense claims
- Audit travel expense claims properly and accurately

Instructor: Terrie Jordan

Tuition: \$185

When: Section 1: September 24-25, 2003
Section 2: December 9-10, 2003
Section 3: March 3-4, 2004
Section 4: May 11-12, 2004

#841 Relocation Administration (1 day)

Through review and application of DPA rules, procedures, practices, contract provisions and tax requirements, this course will provide basic skills to *accounting personnel* who are required to audit relocation expense claims. Course attendees will learn to effectively review and audit relocation expense claims, to report and withhold taxes as required, and to accurately explain relocation program provisions, limitations, and requirements to those who must understand these procedures.

This class is not appropriate for line program travel clerks or unit claim preparers.

Because the State of California has different rules than those of the University of California, this class is not appropriate for University employees.

Prerequisite: Attendees must be working in a headquarters or field accounting/budget/fiscal office (including regional and institutional accounting offices) in a department that has or will have reason to relocate personnel, and has or will have either working or supervisory responsibility for developing departmental relocation procedures, issuing relocation instruction packages, advising employees regarding relocation reimbursements and/or processing relocation claims, and tax reporting and withholding applications.

Objectives:

- Identify sources where relocation information may be found
- Identify the rules, past practices and policies related to the reimbursement of relocation expenses of State employees
- Provide accurate information to department employees regarding provisions and requirements of the relocation program
- Audit relocation expense claims properly and accurately for submission to the State Controller

Instructor: Terrie Jordan

Tuition: \$95

When: Section 1: December 11, 2003
Section 2: May 13, 2004

#210 Project Management (3 days)

This workshop for project leaders or supervisors will develop your skills in the areas of planning, organizing and monitoring operations and projects. You may bring a work project to class.

- Objectives:
- Use the “paired-comparison approach” to establish multiple project priorities
 - Prepare project definition statements identifying project objectives
 - Prepare “work-breakdown structure” diagrams
 - Use a formal approach to estimate project component completion times
 - Prepare “Linear Responsibility Charts” to identify project responsibilities
 - Calculate cost variances, schedule variances, cost ratios, schedule ratios and critical project ratios to establish project status
 - Identify different techniques for motivating project team members
 - Prepare “risk assessment and planning” documents
-

Related

Courses: #312, #320, #321, #330, #2010

Instructor: Bill Healt or Howard Murray

Tuition: \$295

When:

- Section 1: August 4-6, 2003
- Section 2: September 15-17, 2003
- Section 3: November 12-14, 2003
- Section 4: January 20-22, 2004
- Section 5: February 18-20, 2004
- Section 6: April 12-14, 2004
- Section 7: June 2-4, 2004

#305 Introduction to Continuous Improvement (1 day)

You will learn the basic concepts of continuous improvement as they apply to meeting business objectives in a government setting.

- Objectives:
- Define continuous improvement
 - Identify your customers and what they want
 - Use data to help solve problems
 - Identify team processes and how they can help
 - Use meetings effectively
 - Understand your vision/mission
 - Align policy and practice
 - Deal with change and shifting paradigms
-

Related

Courses: #310, #312, #320, #330, #815

Instructor: Tony Carney

Tuition: \$95

When: Section 1: November 12, 2003
Section 2: February 11, 2004

#330 Problem Solving and Decision Making (4 days)

This program provides realistic experiences which allow you to integrate and apply skills in group planning, problem solving and decision making, and in facilitating positive group behaviors and processes. You will develop specific team task and relationship skills by practicing these techniques during this highly interactive workshop.

- Objectives:
- Define a problem, write a clear problem statement, and distinguish between the terms “symptom,” “root cause,” and “solution”
 - Utilize consensus-seeking techniques as a meaningful group process strategy
 - Follow an analytical process with guidelines and criteria for identifying, analyzing and solving problems
 - Use basic data collection tools and techniques
 - Develop an action plan and use basic project scheduling and monitoring tools and techniques
 - Provide feedback on essential training components to classmates via group problem solving project presentations
 - Describe a process for making ethical decisions when all parties feel that they are “right”
 - Present four effective formats for communicating and selling ideas
 - Transfer training content and process into the daily work environment

Related

Courses: #210, #320, #321, #623, #645

Instructor: Joseph Clark

Tuition: \$365

When: Section 1: August 18-21, 2003
Section 2: September 29 - October 2, 2003
Section 3: November 17-20, 2003
Section 4: January 12-15, 2004
Section 5: March 1-4, 2004
Section 6: April 26-29, 2004

#360 Business Process Analysis (3 days)

This class is for experienced team leaders, facilitators, quality coordinators, internal consultants, trainers and analysts who want to learn how to identify critical organizational processes, follow a structured, proven approach to redesign processes, apply systems thinking, document work flow, collect and analyze data, and implement changes. *IT Professionals seeking training in technical systems analysis should look at HHSDC's selection of courses at www.training.ca.gov.*

- Objectives:**
- Describe process analysis, improvement, and re-engineering
 - Describe characteristics of process focused vs. function focused organizations
 - Understand considerations for designing and planning a project to improve key processes in an organization
 - Describe the composition of process improvement teams, balancing team skill sets and other considerations for successful process study projects
 - Demonstrate process-charting skills using fundamental structured design principles
 - Describe fundamental process improvement principles and identify good process traits as well as process bottlenecks
 - Learn key elements of successful implementations for process changes within an organization
-

Related

Courses: #330

Instructor: Shelli Moreda

Tuition: \$295

When: Section 1: September 29 - October 1, 2003
 Section 2: January 28-30, 2004
 Section 3: June 28-30, 2004

#610 Effective Use of Numbers (2 days)

This program will assist you in using numerical facts to support proposals and arguments. Participants may include analysts, supervisors, or managers who lack experience and know-how in this area. If you tend to use personal persuasion, anecdotes, or a narrative approach to win your case rather than the supporting data that management needs, this program will teach you basic techniques to enhance and support your presentation with numerical facts. Please bring a small calculator with you to the class. You are encouraged to bring a laptop computer to class with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet application that has statistical analysis capability (ask your LAN administrator if the data analysis pak is installed - check the “add-ins”).

Note: This course is an easy warm-up to statistics for persons who have difficulty understanding statistical concepts. Most participants who take course #610 are able to go on and take #615 (Statistics).

- Objectives:**
- Differentiate between relevant and irrelevant data
 - Create a spreadsheet to simplify your work
 - Use mean, median and standard deviation
 - Perform ratio and trend analysis
 - Support verbal and written reports with well-documented facts
-

Related

Courses: #615

Instructor: Steven Pomerantz, Ed.D.

Tuition: \$185

When: Section 1: October 29-30, 2003
Section 2: February 9-10, 2004
Section 3: June 3-4, 2004

#611 Introduction to Analytical Staff Work (2 days)

If you are a new analyst or are considering a career as an analyst, this program will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical to a government analyst. You will be able to assess your interest and skill level in performing analytical work and build your knowledge and confidence to advance within government service.

- Objectives:**
- Identify the role of the staff analyst in state service and contrast it with the role of the manager
 - List the seven steps of systematic analysis
 - Recognize different types of data and their application
 - Design a data collection survey
 - Apply a spreadsheet methodology to diagnose a problem
 - Recognize report formats commonly used by state analysts

Related

Courses: #330, #612, #623, #6110

Instructor: Paula Zaby

Tuition: \$185

When:

- Section 1: July 10-11, 2003
- Section 2: July 24-25, 2003
- Section 3: August 11-12, 2003
- Section 4: September 4-5, 2003
- Section 5: September 15-16, 2003
- Section 6: October 9-10, 2003
- Section 7: October 20-21, 2003
- Section 8: November 13-14, 2003
- Section 9: November 24-25, 2003
- Section 10: December 8-9, 2003
- Section 11: January 5-6, 2004
- Section 12: January 22-23, 2004
- Section 13: February 2-3, 2004
- Section 14: February 19-20, 2004
- Section 15: March 1-2, 2004
- Section 16: March 15-16, 2004
- Section 17: March 29-30, 2004
- Section 18: April 12-13, 2004
- Section 19: May 3-4, 2004
- Section 20: May 17-18, 2004
- Section 21: June 3-4, 2004
- Section 22: June 28-29, 2004

#612 Developing Analytical Skills (5 days)

This comprehensive course covers each step in an analytical project from beginning to end. It explains tools and techniques necessary at different phases of the study and gives participants an opportunity to apply their knowledge to an actual work project. This course will benefit Staff Services Analysts, Associate Governmental Program Analysts, Management Services Technicians, Personnel Technicians, Budget Technicians, or equivalent classifications. The course is structured into two parts: **Part One** is a three-day skill building workshop related to roles and responsibilities of analysts and the essential skills and tools required to perform analytical work. You will then spend 20-40 hours back on the job completing a study of an organizational issue. Approximately four to five weeks later, you will return for **Part Two**, a two-day session during which you will present your project orally and in writing. The instructor will assess each presentation. **Supervisor's note: you will need to work with the participant in selecting a work-related issue for study prior to attendance. You will receive instructions upon registration. You should provide the necessary work time for the participant to complete the project on the job—normally from 20-40 hours are needed.**

- Objectives:**
- Identify and describe the roles and responsibilities of analysts in State government
 - Learn and apply tools for gathering, organizing, and analyzing data
 - Create alternatives and develop criteria to evaluate them
 - Write an issue paper using a specified format
 - State your analytical findings and recommendations in a ten-minute oral presentation
 - Recognize skills for non-defensive communication and collaboration

Related

Courses: #611, #613, #621, #623, #812

Instructor: Paula Zaby

Tuition: \$455

When: Section 1: July 21-23 and August 28-29, 2003
 Section 2: August 25-27 and October 2-3, 2003
 Section 3: Sept. 29- Oct. 1 and Oct. 30-31, 2003
 Section 4: October 27-29 and December 4-5, 2003
 Section 5: December 1-3, 2003 and January 15-16, 2004
 Section 6: January 12-14 and February 26-27, 2004
 Section 7: February 23-25, and March 25-26, 2004
 Section 8: March 22-24, and April 29-30, 2004
 Section 9: April 26-28, and May 27-28, 2004
 Section 10: May 24-26, and June 24-25, 2004

#613 Program Analysis and Evaluation (4 days)

Analysts will be introduced to techniques for program analysis, evaluation, compliance monitoring, and cost analysis.

Please bring a small calculator with you to the class.

- Objectives:**
- Develop workable problem statements and objectives
 - Develop sources for data and use data collection methods
 - Identify cost elements associated with a given program
 - Prepare a cost analysis plan containing necessary components
 - Interpret statistics for program analysis and evaluation
 - Identify appropriate program evaluation criteria
 - Develop workable plans for program analysis and program evaluation
 - Use the State Library as a valuable resource (course includes a tour of the State Library in Sacramento)
 - Prepare a report of findings
-

Related

Courses: #615

Instructor: Steven Pomerantz, Ed.D.

Tuition: \$375

When: Section 1: September 2-5, 2003
Section 2: January 20-23, 2004
Section 3: May 10-13, 2004

#615 Statistics (4 days)

This course will introduce you to basic statistical concepts in a friendly and supportive environment. The material is presented in a graphical context with exercises for applying the concepts learned.

Note: Please bring a small calculator with you to the class. You are encouraged to bring a laptop computer with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet program that has statistical analysis capability (ask your LAN administrator if the data analysis pak is installed - check the “add-ins”).

Some participants may find it better to take course #610, Effective Use of Numbers first.

Prerequisite: It is essential that you have completed high school mathematics, including algebra. Any study of statistics presumes basic math knowledge.

Objectives:

- Understand basic statistical concepts, sampling, and sample size
- Create a frequency distribution and a chart or graphic presentation
- Calculate central tendency measures: mean, median, and mode
- Calculate measures of variance: standard deviation
- Calculate and interpret tests of significance: t-test, ANOVA, Chi Square, Correlation/Regression, and Spearman r.
- Calculate a test of correlation
- Communicate data findings effectively using data presentation techniques

Related

Courses: #610

Instructor: Steven Pomerantz, Ed.D.

Tuition: \$365

When: Section 1: October 14-17, 2003
Section 2: May 24-27, 2004

#617 Communicating with Data (1 day)

Do you want to help your audience quickly grasp the message you want to send? This course will help you present numerical data to managers, decision-makers, or the general public so that they can readily understand the data. You will learn concepts, conventions, and mechanics behind the effective use of tables, charts, and graphs and practice using them. This is not a course in statistics; rather it is a course in presenting both simple and complex data in clear and easy-to-understand tables, charts, and graphs.

Recommendation: Bring one or more examples of real data from your assignments to use for practice.

- Objectives:**
- Effectively discriminate between relevant and irrelevant data
 - Visually organize information to get your point across
 - Determine the best way to effectively present your data so it will be understood quickly
 - Develop simple tables, charts, and graphs for displaying data with clarity
-

Related

Courses: #323, #330, #611, #612

Instructor: Steven Pomerantz, Ed.D.

Tuition: \$125

When: Section 1: October 31, 2003
Section 2: February 11, 2004
Section 3: June 25, 2004

#620 Introduction to Critical Thinking (2 days)

This course covers concepts and methods central to sound critical thinking. It provides skills useful to analysts during problem identification, identifying and evaluating alternatives, and other steps in the problem solving process.

- Objectives:**
- Identify and evaluate critical thinking processes
 - Identify and analyze the methods used in organizing thoughts
 - Analyze issues and identify problems
 - Understand types of problems
 - Differentiate between problems and their causes
 - Understand the difficulties associated with causal reasoning
 - Demonstrate sound rational reasoning and problem solving
 - Analyze arguments
 - Distinguish between the parts of an argument
 - Identify explicit and implicit premises
 - Identify assumptions
 - Identify and distinguish between different types of fallacies
-

Related

Courses: #323, #330, #611, #612

Instructor: Dave Willis

Tuition: \$185

When: Section 1: February 4-5, 2004
Section 2: June 22-23, 2004

#623 Completed Staff Work (2 days)

This course for analysts will prepare you to effectively recommend solutions to management problems. The completed staff work process results in a product that will require only the manager's signature to implement recommendations.

Note: You should bring an example of a problem that you are working on or might work on in the future. It should be a problem that is expected to be resolved with a recommendation to your management.

- Objectives:**
- Identify barriers/problems that may be encountered in doing staff work and alternative solutions to overcoming those barriers
 - Identify factors to consider when preparing a recommendation
 - Demonstrate a 7-step approach in analyzing a practical, work-related case
 - Prepare a written recommendation using the "action memo" format

Related

Courses: #611, #617, #330, #6230

Instructor: Bill Healt / Howard Murray

Tuition: \$195

When:

- Section 1: July 14-15, 2003
- Section 2: August 7-8, 2003
- Section 3: August 18-19, 2003
- Section 4: September 2-3, 2003
- Section 5: September 18-19, 2003
- Section 6: October 2-3, 2003
- Section 7: October 16-17, 2003
- Section 8: October 27-28, 2003
- Section 9: November 24-25, 2003
- Section 10: December 8-9, 2003
- Section 11: January 5-6, 2004
- Section 12: January 26-27, 2004
- Section 13: February 9-10, 2004
- Section 14: February 23-24, 2004
- Section 15: March 8-9, 2004
- Section 16: March 22-23, 2004
- Section 17: April 8-9, 2004
- Section 18: April 15-16, 2004
- Section 19: April 26-27, 2004
- Section 20: May 10-11, 2004
- Section 21: May 24-25, 2004
- Section 22: June 7-8, 2004
- Section 23: June 21-22, 2004

#645 Cost-Benefit Analysis Workshop (2 days)

This workshop for analysts and managers introduces the rationale, format, and uses of the basic cost-benefit analysis (CBA) model. You will learn when and how to use this resource allocation tool to augment your budgeting and cost-analysis skills. This course takes a hands-on, practical approach and assists you in applying CBA to a problem specific to your work setting. It will also provide you with direction for developing a CBA that can be submitted with a budget change proposal.

Note: Please bring supporting material which applies to a past, upcoming, or potential budget change proposal for your work unit, e.g., (computer printouts, standards from professional associations or journals, or various public reports) which can quantify a particular program or project for which you may request funding.

- Objectives:
- List at least three instances when CBA is an appropriate tool for management decision making
 - Enumerate the assumptions of CBA
 - Discount a stream of cash flows, given a particular discount rate
 - Explain the general model for a CBA problem
 - Successfully apply and compute the CBA procedure for two different problems
 - Distinguish between cost-benefit and cost-effectiveness analysis
 - Describe one scenario relative to a work setting and pose it as a CBA model using supporting data

Instructor: Dave Willis

Tuition: \$185

When: Section 1: September 22-23, 2003
Section 2: May 5-6, 2004

#260 Media Skills Workshop (1 day)

This class is for anyone who must respond to media inquiries, testify before boards or commissions, or appear before the public in any other role. You will participate in an on-camera exercise which will be critiqued in class.

Note: Class size is limited to 8 participants to allow for more intense participation.

- Objectives:**
- Determine what the reporter wants and how you can respond effectively with confidence and assurance
 - Demonstrate techniques to gracefully handle impromptu or difficult interviews
 - Anticipate difficult questions
 - Prepare answers that lend credibility to your program
 - Recognize how news sources may use their power to intimidate; discuss techniques to reduce this intimidation
-

Related

Courses: #812, #820

Instructor: Norm Hartman

Tuition: \$275

When: Section 1: October 23, 2003
Section 2: January 29, 2004
Section 3: June 17, 2004

#264 Negotiation Skills Workshop (2 days)

This workshop for all employees will improve your ability to reach an agreement using effective negotiation skills.

Note: This is not a course in labor-management negotiation.

- Objectives:**
- Develop the skills of effective negotiators
 - Plan for negotiations
 - Identify dirty tricks, gambits, and obstacles that may be encountered during negotiations
 - Break down barriers to effective communication
 - Locate power sources and use them to your best advantage
 - Participate in mutual agreements
-

Related

Courses: #345, #420, #816

Instructor: Robert Jerome, Ph.D.

Tuition: \$195

When: Section 1: September 2-3, 2003
Section 2: December 8-9, 2003
Section 3: March 8-9, 2004
Section 4: May 18-19, 2004

#312 Managing Meetings (2 days)

This two-day class is for team leaders, project managers, supervisors, or anyone else who conducts meetings at work. It is interactive in nature, giving participants practice in several different roles at meetings. You will learn how to plan for meetings and what to do ahead of time, how to start meetings, role clarification in meetings, facilitation, and how to work with difficult attendees, topics and deadlines.

Processes used in this workshop include lecturettes, class discussion, role modeling, small group discussions, visual aids, and practice.

- Objectives:**
- List the three criteria that define a successful meeting
 - Plan for productive meetings, including meeting type, agenda, room setup and preparation
 - Define the four roles of people in meetings and fulfill each of these roles in a meeting
 - Facilitate meetings that encourage participants to stay on track with a productive focus
 - Describe the four decision making styles in meetings
 - Deal with meeting obstacles including various participant, content, and process problems
 - Evaluate meetings for effectiveness and efficiency
-

Related

Courses: #320, #321, #325

Instructor: Marti Andrews

Tuition: \$185

When: Section 1: October 28-29, 2003
Section 2: May 4-5, 2004

#320 Facilitator's Workshop (2 days)

In this course, you will learn various techniques, skills and methods that will enable you to facilitate group meetings, discussions and brainstorming sessions.

- Objectives:
- Apply specific behaviors to attain desired climate and results in meetings
 - Generate and moderate discussion
 - Use techniques of problem-analysis and decision-making in a team setting
 - Maintain interest and involvement for all team members
 - Utilize effective verbal skills to keep group discussion on course and focused
-

Related

Courses: #310, #312, #321, #325

Instructor: Chaim Eyal, Ph.D.

Tuition: \$185

When:

- Section 1: October 7-8, 2003
- Section 2: January 26-27, 2004
- Section 3: March 29-30, 2004
- Section 4: June 21-22, 2004

#321 Advanced Facilitator's Workshop (2 days)

In this course for experienced instructors, course leaders and facilitators, you will learn techniques, skills, and methods that will enable you to facilitate sensitive and complex group decision-making processes, resolve conflicts, and keep a group focused.

- Objectives:
- Diagnose and “read” a group
 - Understand your own facilitation style and learn strategies to adapt your style when necessary
 - Develop methods for handling emotionally-charged interaction among group members who possess strongly diverse opinions
 - Identify and design intervention strategies for the problems/development stage/objectives of the group
 - Obtain constructive feedback about your effectiveness as a facilitator
-

Related

Courses: #310, #312, #320, #325

Instructor: Steven Pomerantz, Ed.D.

Tuition: \$185

When: Section 1: February 5-6, 2004

#323 Knowledge Mapping (2 days)

Learn powerful tools that are easy to use with infinite applications for recording and communicating information. Knowledge maps are visual representations that help us create, store, modify, recall, and share information. By using the tools in this course to form pictorial networks (maps), we can tap and expand our individual and group creativity.

During Day 1 you acquire knowledge mapping tools that may be used for meetings, analysis, problem solving, decision making, planning, discussing, recording, and transferring information. During Day 2 you apply the skills by sharing a knowledge map that you develop in your own subject area, or you facilitate a brief session to capture class input into a spontaneous map on an erasable board. The variety of mapping demonstrations provides additional practice with the tools, and a treasure chest of ideas to apply back on the job. All levels of State employees may benefit from these fun, effective, and yet simple tools.

- Objectives:
- Compare and contrast traditional planning methods (e.g., outlining) versus knowledge maps
 - Create visual displays of interrelated knowledge
 - Apply effective reasoning skills to analyze complex issues
 - Integrate multiple perspectives in a meaningful and disciplined manner
 - Identify computer software that can be used for knowledge mapping
 - Demonstrate how to use knowledge maps to transfer information to others

Related

Courses: #320, #321, #322, #330, #620

Instructor: Amy Ackerman

Tuition: \$245

When: **Section 1: March 1-2, 2004**

#510 Telephone Communication (1 day)

This class will help you effectively use the telephone to promote a positive, professional image of you and your organization.

- Objectives:
- Use appropriate greeting and closing techniques
 - Demonstrate several methods of overcoming listening barriers while on the phone
 - Handle multiple incoming and outgoing calls, place calls on hold, screen and transfer calls
 - Use effective telephone listening strategies
 - Give and receive information clearly
 - Deal with irate or difficult callers
 - Use Voice Mail efficiently
-

Related

Courses: #509, #813, #815, #816, #820

Instructor: Kathleen McHugh

Tuition: \$95

When: Section 1: September 25, 2003
Section 2: December 10, 2003
Section 3: March 10, 2004
Section 4: June 15, 2004

#511 Recording Meeting Minutes (1 day)

This workshop will teach you the basics of minute taking and the ability to recognize key words to accurately record the action taken by the group. During the class you will record, correct, and amend minutes.

- Objectives:
- Identify and list the characteristics of an effective recorder
 - List essential components of meetings and meeting minutes
 - Use a template for recording minutes
 - Establish and maintain an effective minute recording system
 - Record main points and decisions from discussions
 - Identify and record action items, the person assigned to the task, and follow-up dates for future meeting reporting
 - Revise and/or amend meeting minutes, if needed
-

Related

Courses: #515, #813

Instructor: Suzan Vaughn

Tuition: \$95

When: Section 1: October 9, 2003
Section 2: March 18, 2004
Section 3: June 24, 2004

#811 Principles of Multimedia Presentations (1 day)

This course will teach you the principles and give you practical experience in using commercial software in the preparation and delivery of presentations. The course is not intended to instruct you in any particular presentation software. The goal is to train you in the techniques, methods, and principles of incorporating the power of computer programs into the process of preparing and delivering presentations.

- Objectives:**
- Understand the principles of effective visual presentation
 - Effectively use visuals and graphic elements in your presentations
 - Create a presentation that is aesthetically and visually enhanced
 - Use the computer as an aid rather than be its slave
-

Related

Courses: #811, #912

Instructor: Chaim Eyal, Ph.D.

Tuition: \$125

When: Section 1: October 27, 2003
Section 2: April 28, 2004

#812 Effective Presentations (2 days)

Speaking in front of an audience is rated the number one anxiety-causing experience for many people. In this course, you will learn how to overcome nervousness and fear and how to deliver an interesting, stimulating and effective presentation. Utilizing video tools, you will learn and practice various techniques and methods, receive individualized coaching, and practice your existing and new skills in a supportive and encouraging environment.

- Objectives:**
- Use a consistently practical process to plan, organize, and deliver information to an audience
 - Recognize and overcome your nervousness and apprehension; increase your confidence and comfort level
 - Deliver interesting and memorable presentations
 - Respond to audience questions in a professional and constructive manner
 - Prepare and use visuals to enhance your message
-

Related

Courses: #811, #816, #908

Instructor: Chaim Eyal, Ph.D.

Tuition: \$245

When:

- Section 1: July 28-29, 2003
- Section 2: August 25-26, 2003
- Section 3: September 22-23, 2003
- Section 4: October 20-21, 2003
- Section 5: November 24-25, 2003
- Section 6: January 12-13, 2004
- Section 7: February 17-18, 2004
- Section 8: March 15-16, 2004
- Section 9: April 26-27, 2004

#813 Effective Listening (1 day)

This workshop offers practical tools and techniques to help you become a better active listener. You will learn to use your listening skills as effective tools in your interactions with others.

- Objectives:
- Use several techniques of active listening
 - Recognize and avoid poor listening behaviors
 - Effectively provide and encourage feedback
 - Lead others to become active listeners
-

Related

Courses: #816

Instructor: Chaim Eyal, Ph.D.

Tuition: \$95

When:

- Section 1: September 15, 2003
- Section 2: November 3, 2003
- Section 3: February 2, 2004
- Section 4: April 14, 2004
- Section 5: June 30, 2004

#816 Interpersonal Communication (2 days)

This course will help you to interact more effectively with others, to increase your ability to understand and be understood, and to better be able to impact behavior, both yours and of those around you.

- Objectives:
- Apply an understanding of the communication process to your interactions with others
 - Recognize the role of perceptions and assumptions in communication
 - Identify and avoid communication barriers and obstacles
 - Listen effectively and provide meaningful feedback
 - Effectively use an understanding of non-verbal communication in your interpersonal interactions
 - Communicate effectively with difficult people
-

Related

Courses: #311, #324, #335, #345, #420, #813, #8160

Instructor: Chaim Eyal, Ph.D.

Tuition: \$185

When:

- Section 1: July 30-31, 2003
- Section 2: August 27-28, 2003
- Section 3: September 24-25, 2003
- Section 4: October 22-23, 2003
- Section 5: December 1-2, 2003
- Section 6: January 14-15, 2004
- Section 7: February 9-10, 2004
- Section 8: March 17-18, 2004
- Section 9: April 12-13, 2004
- Section 10: May 10-11, 2004
- Section 11: June 28-29, 2004

#267 Diversity in the Workplace (2 days)

You will learn how stereotypes and subconscious prejudices are harmful to workplace harmony and productivity. The course will also provide basic skills for managers and staff to adapt to the demographic changes of our workers and clientele to assure the workplace provides equal opportunity and a safe environment to culturally diverse workers. Issues of race, gender, disability, religion, ethnicity, sexual orientation, and national origin will be discussed.

- Objectives:**
- Recognize stereotypes as barriers to effective communication
 - Recognize cultural preferences and communicate across cultures
 - Recognize behaviors that create fear and conflict in a diverse workplace
 - Appreciate the value of diversity in an organization
 - Responsibly handle cultural conflict, over-sensitivity, resentment, and accusation of prejudice
-

Related

Courses: #220, #311

Instructor: Robert Gallegos or Priscilla Silvey

Tuition: \$195

When: Section 1: November 3-4, 2003
Section 2: January 29-30, 2004
Section 3: May 27-28, 2004

#311 Understanding Yourself and Others (1 day)

This one-day course is an excellent way for you to increase effectiveness and understanding of others in the workplace. It utilizes the Personal Profile System®, an instrument that is widely known and respected in the field of organizational development. It is self-reporting and provides you with instant feedback.

The Personal Profile uses a four-part (DISC) model to generally explain, understand and interpret behavior, both for ourselves and others. It is a non-threatening way to present information about personality styles so they can be viewed in a positive light. Then, it gives more specific personality information to individuals in order to build on strengths and minimize weaker areas.

Results and benefits of this training include knowing ourselves better, an easy-to-remember model for understanding others, and specific ways of being effective with people in the workplace.

- Objectives:**
- Describe the four dimensions of personality and how each operates at work
 - Identify your own work behavioral style(s) as well as the strengths and weaknesses of each style
 - Improve work relationships through a greater understanding of different behaviors, motivations, and relationship patterns
 - Increase effectiveness at work based upon valuing various work styles and what each has to contribute to the team
-

Related

Courses: #320, #324, #345, #420, #816

Instructor: Marti Andrews

Tuition: \$95

When: Section 1: September 3, 2003
Section 2: December 11, 2003
Section 3: March 11, 2004
Section 4: June 2, 2004

#324 Developing Organizational Effectiveness (1 day)

This class is designed to help you communicate effectively with, understand and even anticipate your manager's expectations. If you follow the principles in this seminar, you will work more effectively within your organization by developing a win-win approach to work assignments and by increasing your value to your manager and your organization.

- Objectives:
- Increase your organizational awareness
 - Identify the values of your organization and of your manager
 - Learn to work within a bureaucracy and a chain-of-command
 - Describe the elements of effective listening
 - Identify and avoid communication barriers and obstacles
 - Prioritize your workload to achieve critical business objectives
 - Help your manager delegate effectively
 - Get the clarity you need to give managers what they expect
-

Related

Courses: #311, #509, #810, #813, #816

Instructor: Ambrosio De La Cruz, Ph.D.

Tuition: \$95

When: Section 1: November 24, 2003
Section 2: March 1, 2004
Section 3: June 28, 2004

#335 Stress Management (1 day)

This one-day course will teach you coping techniques to reduce harmful effects of stress on productivity and personal well-being.

- Objectives:
- Recognize three ways we react to stress, including flight, fight, and faint
 - Describe how stress may affect our well being: emotionally, mentally, physically, and spiritually
 - Identify and reduce stress producers found in the workplace
 - Use time management and organization of workflow to lower stress
 - Experience positive effects of stress using “bright side” attitudes
-

Related

Courses: #311, #340, #810

Instructor: Robert Jerome, Ph.D.

Tuition: \$95

When:

- Section 1: September 29, 2003
- Section 2: November 18, 2003
- Section 3: January 15, 2004
- Section 4: April 20, 2004
- Section 5: May 21, 2004

#340 Time Management (1 day)

This workshop offers you practical techniques for accomplishing more in less time.

- Objectives:
- Identify and overcome time wasters
 - Use organization tools to save time on the job
 - Deal with unexpected visitors
 - Apply ten time-saving techniques to conquer paper pile-up
 - Better organize your workplace
 - Identify individual creative time and use that time to your advantage
-

Related

Courses: #421, #810

Instructor: Robert Jerome, Ph.D.

Tuition: \$95

When:

- Section 1: July 14, 2003
- Section 2: August 14, 2003
- Section 3: October 17, 2003
- Section 4: November 17, 2003
- Section 5: January 16, 2004
- Section 6: February 17, 2004
- Section 7: March 16, 2004
- Section 8: April 19, 2004
- Section 9: May 20, 2004

#345 Conflict Management (2 days)

This workshop provides you with ways of understanding how and why conflict often arises and the basic skills necessary for conflict management. You will be given an opportunity to address specific personal situations that you may be experiencing. Case studies are used to give you practice in dealing with conflicts in a way that encourages needs-based, win-win outcomes.

- Objectives:**
- Determine when conflict can be used for positive growth and when conflict will be destructive
 - Recognize and identify types and sources of conflict
 - Demonstrate appropriate styles of conflict management
 - Identify and demonstrate the “Eight Step” model of conflict management
 - Control your anger and successfully deal with others’ anger
-

Related

Courses: #311, #312, #320, #325, #420, #816

Instructor: Steven Pomerantz, Ed.D.

Tuition: \$185

When: Section 1: August 20-21, 2003
Section 2: October 2-3, 2003
Section 3: December 11-12, 2003
Section 4: February 2-3, 2004
Section 5: April 29-30, 2004
Section 6: June 1-2, 2004

#420 Dealing With Difficult People (1 day)

This one-day workshop helps you deal with difficult people in the workplace. Emphasis is on maintaining a professional approach while coping with various problem behaviors.

There are two general types of difficult behaviors and a number of sub-types. You will learn to recognize specific difficult behaviors and obtain guidance for deciding what is appropriate to do about each one.

You will have the opportunity to discuss the costs associated with difficult behaviors, practice the skills presented, and solve problem situations taken from real events. Strategies and techniques are covered so that you will leave the workshop having options and feeling more in control, rather than feeling frustrated, helpless, or manipulated by difficult people.

- Objectives:**
- Describe the causes underlying difficult behaviors
 - Identify common difficult behaviors
 - Use various methods for dealing with difficult people
 - Identify when you are being a difficult person
 - Modify your own behavior to improve interactions
 - Give and receive feedback for better relationships
 - Develop a plan to improve interactions with difficult people

Related

Courses: #311, #345, #816, #820

Instructor: Marti Andrews

Tuition: \$95

When:

- Section 1: August 7, 2003
- Section 2: September 2, 2003
- Section 3: September 30, 2003
- Section 4: November 6, 2003
- Section 5: December 4, 2003
- Section 6: January 8, 2004
- Section 7: February 5, 2004
- Section 8: March 4, 2004
- Section 9: April 1, 2004
- Section 10: May 6, 2004
- Section 11: June 1, 2004

#421 Time Management for Managers (1 day)

This program provides supervisors and managers with critical skills in goal setting, assigning time and priority levels to conflicting projects, and the use of planning tools.

- Objectives:
- Identify time wasters and use time saving tips
 - Establish goals, objectives, milestones, and priorities
 - Organize work areas by conquering paper pile-up
 - Manage time of staff using delegation and team concepts
 - Systematically overcome stress and crisis management
-

Related

Courses: #340, #810

Instructor: Robert Jerome, Ph.D.

Tuition: \$95

When: Section 1: January 26, 2004
Section 2: June 21, 2004

#815 Customer Service Excellence (1 day)

This workshop builds people skills and identifies critical issues necessary to improve customer relations.

- Objectives:
- Define the basics of quality customer service
 - Use humor, separation, active listening, and modeling to provide exceptional service
 - Control angry or upset customers
 - Apply techniques to create positive rapport with customers
 - Identify ways to deal with customer complaints and attitudes
 - Describe techniques to solve customer problems
-

Related

Courses: #311, #510, #816

Instructor: Robert Jerome, Ph.D.

Tuition: \$95

When:

- Section 1: August 13, 2003
- Section 2: October 6, 2003
- Section 3: November 7, 2003
- Section 4: January 9, 2004
- Section 5: February 4, 2004
- Section 6: March 15, 2004
- Section 7: May 17, 2004

#100 Management Certificate Program (9 Days)

Managers in a public sector environment confront unique challenges that differ from those faced by their counterparts in the private sector. Public sector managers must consider issues from the perspectives of multiple stakeholders. They must synthesize data from many sources to make politically-sensitive decisions and uphold the public trust.

This nine-day program is designed to help managers develop the conceptual models and leadership competencies that will equip them to turn future challenges into opportunities. The goal of the program is to create change agents who can take a broad perspective and craft innovative solutions.

The program focuses on the development of three major areas of management competencies: cognitive, communication, and program administration. This series of courses presents ideas, techniques and tools to maximize participants' potential for success.

- Objectives:**
- Identify their managerial strengths as well as ones for further development
 - Promote a shared commitment to the organization's mission, vision, and goals
 - Model ethics in the workplace and resolve ethical issues when they arise
 - Direct resources as needed to accomplish program objectives
 - Create a team-oriented, results-driven environment that empowers employees and holds them accountable
 - Demonstrate effective communication, negotiation, and decision-making skills
 - Facilitate employees' development through mentoring, coaching, and feedback
 - Act as a change agent and use techniques for overcoming resistance to change
 - Create a positive workforce culture and leverage differences to maximize performance
 - Effectively plan and manage a program budget
 - Find ways to reduce costs while maintaining or improving services to stakeholders
 - Understand how technology is shaping program operations and the delivery of public services

Benefits	<p>This program provides participants with an opportunity to:</p> <ul style="list-style-type: none"> • Expand the scope of their management skills • Apply the content of each class to a critical organizational issue and real challenges faced on the job • Network with other state government leaders to resolve current issues of critical importance • Earn 6.3 Continuing Education Units (CEU's) from California State University, Sacramento (CSUS)
Target Audience	<p>This program is designed primarily for mid-level managers and experienced supervisors. A minimum of two years supervisory experience is highly recommended.</p>
Faculty	<p>CSUS instructors who are recognized experts in their fields will share the best practices of both public and private sectors. Participants will have opportunities for networking, discussion, self-assessment, and experiential learning.</p>
Dates	<p>Track A: Nov. 5, Nov. 6, Dec. 3, Dec. 4, 2003, Jan. 7, Jan. 14, Jan. 28, Feb. 4, Feb. 25, 2004</p> <p>Track B: Jan. 29, Jan. 30, Feb. 26, Feb. 27, Mar. 11, Mar. 12, Apr. 22, Apr. 23, Apr. 30, 2004*</p> <p>Track C: Mar. 22, Mar. 23, Apr. 26, Apr. 27, May 10, May 17, June 7, June 14, June 28, 2004</p> <p>*Please note that Track B allows for a reduced number of trips for out-of-town participants.</p>

For more information about the Management Certificate Program, please visit www.dpa.ca.gov/tcid/stc/courses/stc100.htm

#111 Strategic Planning Workshop (3 days)

For managers, planning team members, and analysts, this workshop introduces the concepts and processes involved in developing, implementing and maintaining a strategic plan. This workshop is often taken in concert with Performance Measurement (#112) and Activity Based Costing (#113). Taken in series, these workshops will provide you with the foundation you need for developing a strategic plan in your department.

- Objectives:**
- Perform internal & external assessment of your organization
 - Write mission, vision, and value statements
 - Draft goals and objectives for your organization
 - Write performance measures that show when a goal has been achieved
 - Write an action plan describing the steps to achieve an objective
 - Align workforce development programs with your strategic plan
-

Related

Courses: #112, #113, #642, #2070

Instructor: Tony Carney

Tuition: \$345

When: Section 1: October 15-17, 2003
Section 2: March 3-5, 2004

#112 Performance Measurement (2 days)

This course for managers, strategic planning team members, and analysts will help participants assess the performance of their organization, understand how to make comparisons about performance, and identify areas for improvement. Combined with #111 (Strategic Planning Workshop), and #113 (Activity Based Costing), this course will provide the foundation to help you develop a strategic plan in your department.

- Objectives:**
- Develop performance measures to ensure accountability in your department's strategic plan
 - Identify, define and validate potential indicators
 - Establish systems and methods to capture performance data
 - Link performance measurement to management processes and systems
 - Apply the concept of the "balanced scorecard" to your organization
 - Compare performance with other organizations
 - Report and analyze performance results; make adjustments as needed
 - Organize and prioritize performance measures
 - Use feedback and communication tools
-

Related

Courses: #111, #113, #642

Instructor: Tony Carney

Tuition: \$315

When: Section 1: February 3-4, 2004

#113 Activity Based Costing (2 days)

Put your strategic planning development in gear as you learn about the factors that drive costs. As a manager, strategic planning team member, team leader, or analyst, you will learn valuable skills to help your organization move forward. Combined with course #111 (Strategic Planning Workshop), and #112 (Performance Measurement), this course will provide the foundation to help you develop a strategic plan in your department.

- Objectives:
- Identify services to be costed
 - Define cost drivers, cost pools and cost categories
 - Determine allocation methods and develop a model, analyze results, update model and monitor results
 - Create a comprehensive menu of services
 - Understanding what drives service costs
 - Create a budget which clearly links spending to services
-

Related

Courses: #111, #112, #642, #645

Instructor: Tony Carney

Tuition: \$325

When: **Section 1: February 9-10, 2004**

#150 California Leadership Institute (CLI)

The CLI program is a unique experience for California executives to come together in one forum to share innovative ideas, network, and provide an opportunity to enhance intergovernmental relationships.

Bringing California's Leaders Together: CLI brings California's leaders together to provide a rich combination of skills and experiences.

- Objectives:**
- Share knowledge and experiences through networking with various branches of government, peers, instructors, and speakers
 - Develop contacts and resources among other State executives
 - Identify "best practices" in use to avoid "re-inventing the wheel"
 - Learn how to better serve California's citizens by creating/enhancing a customer service culture
 - Gain media relations skills

-
- CLI topics include:**
- Leadership and Ethics
 - Leaders as Team Consultants
 - Customer Service Principles
 - Working with the Media
 - Policy Making
 - Technology and e-Government
 - Organizational Motivation Concepts and Strategies
 - Strategic Directions and the Role of Government
 - Intergovernmental Relationships and Dependencies
 - Role of Labor and Management

Participation in CLI: Appointing authorities nominate executives for this unique educational program. Participants will be selected from top-level policy and executive positions (SSM III and above) including the governor's cabinet level secretaries, undersecretaries, departmental directors, chief deputy directors, high-level managers, staff representing the Legislature, judicial representatives, and top executives in Career Executive Assignments (CEAs) and local government.

For information on class dates and tuition, call us at (916) 445-5121.

#225 Interviewing for Employee Selection (1 day)

This one-day class will help you develop an effective interview process.

Employers are in a difficult position when attempting to distinguish between people who can interview well versus people who can do the job well, and people who can do both. This class is based on the fact that past behaviors are the best predictors of future behaviors.

You will learn interview preparation, candidate screening, question development, answer assessment, interviewing styles, and the selection process. Finding a good match saves time, money, and trouble for both the organization and the employee.

- Objectives:
- Help candidates feel at ease so they can answer questions accurately
 - Develop various types of legal and relevant interview questions
 - Elicit specific examples of behavior-based competencies from candidate's work histories
 - Evaluate candidate qualifications using a rating scale
 - Prevent and correct common interviewing mistakes
 - Identify legal considerations for reference checking
-

Instructor: Marti Andrews

Tuition: \$95

When: Section 1: October 30, 2003
Section 2: May 25, 2004

#230 Performance Appraisal (2 days)

During this course for supervisors and managers, you will learn the knowledge and skills necessary to prepare, plan, and conduct performance appraisals and communicate expectations and results.

- Objectives:
- Prepare and plan the performance appraisal and communicate expectations and results
 - Develop job performance standards and measurements
 - Analyze hypothetical performance problems and identify appropriate solutions
 - Document all key aspects of an employee appraisal and development interview
 - Conduct an appraisal and development interview in a work-team exercise
-

Related

Courses: #240, #415, #2300

Instructor: Bill Healt

Tuition: \$210

When: Section 1: December 10-11, 2003

Section 2: March 1-2, 2004

Section 3: May 26-27, 2004

#240 State Discipline Process (2 days)

This course for supervisors and managers addresses the specific technical aspects of the State of California's disciplinary process. You will also learn proactive management techniques to minimize the need for formal disciplinary action.

- Objectives:
- Identify the goal of discipline and the three phases of progressive discipline
 - Provide constructive feedback relating to hypothetical performance deficiencies
 - Analyze various case studies and recommend the appropriate type and level of disciplinary action
 - Use the "Corrective Action Guideline" to prepare a corrective memo
 - Identify the formal steps involved in taking corrective disciplinary action
 - Identify the formal steps in taking adverse action and the type of adverse actions currently approved by the State
 - Identify the causes of action for which an adverse action may be taken
 - Apply the principles involved in Skelly, Robinson, Coleman and other State-related legal decisions
-

Related

Courses: #230

Instructor: Bill Healt

Tuition: \$185

When: Section 1: September 4-5, 2003
Section 2: January 7-8, 2004
Section 3: March 24-25, 2004
Section 4: June 9-10, 2004

#250 Labor Relations and Grievance Handling (2 days)

This course will provide you with the basic knowledge necessary to function in the labor/management environment.

Note: This program is restricted to 1) employees who are designated by the Public Employment Relations Board as managerial, supervisory, or confidential, or 2) employees who are responsible for managing the collective bargaining process within a department.

- Objectives:**
- Define labor relations terms and their application
 - Apply a cooperative problem-solving approach in labor-management relations
 - Understand management roles and responsibilities in the labor relations process
 - Handle and resolve grievances
 - Describe principles and techniques of contract administration
 - Understand collective bargaining process
 - Determine when an employee is entitled to representation rights of the employee and the union
 - Work effectively with an employee advocate
 - Discuss the requirements of the Fair Labor Standards Act (FLSA)
-

Instructor: DPA Labor Relations Staff

Tuition: \$185

When: Section 1: January 20-21, 2004
Section 2: April 6-7, 2004
Section 3: June 15-16, 2004

#310 Introduction to Team Building (2 days)

New team leaders will learn the basic concepts of building and maintaining an effective team. The Team Dimensions Profile® will help you to understand the individual contributions each member brings to team efforts. Team leaders who need a refresher in basic team concepts or new groups who can attend together may also benefit.

Note: Groups experiencing conflict would benefit from our “Conflict Management” Course (#345).

- Objectives:
- Identify characteristics of effective teams
 - Recognize and value individual contributions
 - Identify the stages of team development
 - Apply natural preferences to team settings
 - Deal with differences
 - Identify strategies for team building
 - Overcome common team obstacles
 - Explain effective methods for handling decisions and conflict
 - List key communication issues necessary to team effectiveness
 - Recognize key points to achieve effective team meetings
 - List the qualities of effective team leaders
-

Related

Courses: #312, #320, #321, #325

Instructor: Katrina Kennedy

Tuition: \$185

When: Section 1: October 2-3, 2003
Section 2: April 1-2, 2004

#315 Leadership (2 days)

This course is intended for supervisors and managers. It will explore various leadership approaches and their practical application to management. You will identify your leadership style and your strengths and will have an opportunity to focus on improving your leading skills.

- Objectives:**
- Recognize sources of leadership power
 - Distinguish between leadership and management
 - Identify your personal leadership style
 - Delegate effectively
 - Use team-building techniques to enhance your leadership skills
 - Manage conflict intelligently and productively
-

Related

Courses: #311, #401, #405

Instructor: Chaim Eyal, Ph.D.

Tuition: \$185

When: Section 1: November 4-5, 2003
Section 2: May 12-13, 2004

#401 Coaching Workshop (1 day)

This workshop is intended for supervisors, managers, and leadpersons who need to guide and teach staff using brief encounters rather than formal lengthy training sessions. You will learn the fundamentals of information and knowledge transfer, variations in learning styles, and specific methods of effectively coaching individuals to use new skill and knowledge.

- Objectives:
- List the principles of effective coaching
 - Assess your own coaching skills
 - Identify coaching opportunities and needs
 - Delegate effectively
 - Describe and apply the necessary steps in the coaching process
-

Related

Courses: #401, #405

Instructor: Chaim Eyal, Ph.D.

Tuition: \$95

When: Section 1: November 6, 2003
Section 2: April 15, 2004

#405 Leadperson Workshop (3 days)

This program for lead persons will teach you how to coordinate the efforts of a workgroup.

- Objectives:**
- Define and compare the role and duties of lead person vs. supervisor
 - Identify various styles of leadership and sources of power
 - Use effective techniques for communicating and listening
 - Illustrate delegation and development skills
 - Define steps for implementing change
 - Recognize a variety of motivation methods
 - Explain conflict resolution skills
 - List the steps of systematic goal setting and planning
 - Describe the key stages for team building
-

Related

Courses: #311, #312, #315, #320, #325, #401, #816

Instructor: Joseph Clark

Tuition: \$275

When:

- Section 1: July 14-16, 2003
- Section 2: August 4-6, 2003
- Section 3: September 8-10, 2003
- Section 4: September 22-24, 2003
- Section 5: October 14-16, 2003
- Section 6: November 3-5, 2003
- Section 7: December 1-3, 2003
- Section 8: January 20-22, 2004
- Section 9: February 2-4, 2004
- Section 10: February 25-27, 2004
- Section 11: March 15-17, 2004
- Section 12: April 5-7, 2004
- Section 13: May 3-5, 2004
- Section 14: June 2-4, 2004

#407 Transition to Supervision (1 day)

If you are preparing for a position in a supervisory classification, you will learn about the role of the supervisor and how it differs from a journey-level worker. If you are already a supervisor, you should enroll in STC #409A and STC #409B (Basic Supervision).

Note: If you are a leadperson or preparing for such a role, you should enroll in STC #405 (Leadperson Workshop).

Objectives:

- Define the role and duties of the supervisor
- Identify and review effective leadership techniques
- Demonstrate effective communication and listening methods
- Evaluate employee performance
- Demonstrate delegation skills effectively

Related

Courses: #405, #409A, #409B

Instructor: Katrina Kennedy

Tuition: \$95

When: Section 1: October 1, 2003
Section 2: March 12, 2004

How to Meet the 80-hour Supervisory Training Requirement

Excerpt from Government Code 19995.4

“Each supervisory employee, upon the employee’s initial appointment to a designated supervisory position, shall be provided a minimum of 80 hours of training, at least 40 hours of which shall be structured and be provided by a qualified instructor. The training shall consist of the role of the supervisor, techniques of supervision, planning, organizing, staffing and controlling, performance standards, performance appraisal, affirmative action, discipline, labor relations, and grievances. The additional 40 hours of training may be provided on-the-job by a qualified higher level supervisor or manager.”

Ways to meet this requirement using State Training Center courses:

1. Take both Basic Supervision courses (409A and 409B)
2. Or, take individual courses on all the topics covered in Basic Supervision (409A and 409B)

Topics covered in 409A:

- Transition to Supervision (#407)
- Performance Appraisal (#230)
- State Discipline Process (#240)
- Interpersonal Communication (#816)
- Interviewing Techniques for Employee Selection (#225)
- Leadership (#315)

Topics covered in 409B:

- Project Management (#210)
- Equal Employment Opportunity (#220)
- Sexual Harassment (#SPB)
- Cultural Diversity (#267)
- Labor Relations & Grievance Handling (#250)
- Disability Employment Law (#425) (recommended)

3. Or, take at least 40 hours of classroom training covering the courses above plus at least 40 hours of a structured on-the-job-training (OJT) program by a qualified higher-level manager or supervisor covering all remaining topics.

#409A Basic Supervision, Week One (5 days)

This program is designed to assist the new supervisor in making the transition to a first-time supervisory position.

This program, combined with Course #409B, will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

For alternatives, please refer to the STC Web site description of this course.

- Objectives:**
- Identify the role of the supervisor
 - Use effective communication skills
 - Identify appropriate performance standards and appraise employee performance
 - Identify the basic principles of the State disciplinary process
 - Identify objective behavioral criteria for developing legal and appropriate questions for selecting and interviewing candidates
 - List strategies and techniques for employee development
 - Recognize different approaches to leadership and use an effective leadership style
 - Use effective motivation and negotiation skills
 - Identify sources of conflict and recommend alternatives for resolution

Related

Courses: #225, #230, #240, #315, #345, #401, #405, #407, #816

Instructor: Steven Pomerantz, Ed.D. / Tony Carney (PC),
or Bill Healt / Howard Murray (HM)

Tuition: \$475

When:

- Section 1: July 7-11, 2003 (HM)
- Section 2: July 28 - August 1, 2003 (PC)
- Section 3: August 11-15, 2003 (HM)
- Section 4: August 25-29, 2003 (HM)
- Section 5: September 8-12, 2003 (PC)
- Section 6: September 22-26, 2003 (PC)
- Section 7: October 6-10, 2003 (PC)
- Section 8: October 20-24, 2003 (PC)
- Section 9: November 3-7, 2003 (HM)
- Section 10: November 17-21, 2003 (PC)
- Section 11: December 1-5, 2003 (HM)
- Section 12: January 5-9, 2004 (PC)
- Section 13: January 12-16, 2004 (HM)
- Section 14: January 26-30, 2004 (PC)
- Section 15: February 23-27, 2004 (HM)
- Section 16: March 8-12, 2004 (PC)
- Section 17: March 22-26, 2004 (HM)
- Section 18: April 5-9, 2004 (HM)
- Section 19: April 19-23, 2004 (PC)
- Section 20: May 3-7, 2004 (PC)
- Section 21: May 17-21, 2004 (HM)
- Section 22: June 7-11, 2004 (PC)
- Section 23: June 21-25, 2004 (HM)

#409B Basic Supervision, Week Two (5 days)

This program is designed to assist the new supervisor in making the transition to his/her first supervisory position.

Combined with Course #409A, this course will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

For alternatives, please refer to the STC Web site description of this course.

- Objectives:**
- Identify key steps to problem solving and decision making
 - Use planning, organizing, directing, and monitoring to achieve organizational objectives
 - Understand collective bargaining agreements and the role of management in labor relations
 - Handle and resolve grievances
 - Apply a cooperative problem-solving approach in Labor-Management relations
 - Recognize and apply effective time management principles
 - Recognize and apply effective techniques of stress management
 - Understand the principles of equal employment opportunity and employment law
 - Prevent sexual harassment
 - Recognize the value of diversity in the workplace
 - Delegate effectively
-

Related

Courses: #210, #220, #250, #267, #335, #340, #407, #810

Instructor: Steven Pomerantz, Ed.D. / Tony Carney (PC),
or Katrina Kennedy (KK)

Tuition: \$475

When:

Section 1: July 28 - August 1, 2003 (KK)

Section 2: August 25-29, 2003 (KK)

Section 3: September 15-19, 2003 (PC)

Section 4: October 6-10, 2003 (PC)

Section 5: October 27-31, 2003 (KK)

Section 6: November 17-21, 2003 (PC)

Section 7: January 5-9, 2004 (KK)

Section 8: January 26-30, 2004 (PC)

Section 9: February 23-27, 2004 (PC)

Section 10: March 8-12, 2004 (KK)

Section 11: March 22-26, 2004 (PC)

Section 12: April 5-9, 2004 (KK)

Section 13: April 19-23, 2004 (PC)

Section 14: May 3-7, 2004 (KK)

Section 15: June 7-11, 2004 (PC)

#355 Efficiency in Reading (1 day)

This program will help you increase your reading speed without losing comprehension. It emphasizes the practice of new techniques and the formation of new habits for effective reading.

- Objectives:
- Determine initial reading speed for both technical and non-technical documents
 - Determine comprehension level for technical and non-technical documents
 - Become familiar with reading techniques for quickly previewing different types of documents
 - Identify paragraph patterns in order to read for details in different types of documents
 - Use skimming and scanning techniques
-

Instructor: Charlesetta Stalling

Tuition: \$95

When: Section 1: February 23, 2004

#509 Office Support Workshop (3 days)

This program for office support personnel helps you identify opportunities for personal and career development and skill building using the Personal Profile System®. You will learn effective communication (listening and assertiveness), time management, and stress management techniques.

- Objectives:**
- Assess your own behavioral style at work
 - Improve work relationships using the DISC® model
 - Differentiate between assertive, aggressive, and passive communication styles
 - Improve customer service both inside and outside the organization
 - Use various techniques for workload management, tracking, filing, and records management
 - Coordinate travel and meeting arrangements
 - Reduce stress by using long and short-term techniques
-

Related

Courses: #311, #324, #335, #340, #810, #815, #816

Instructor: Marti Andrews

Tuition: \$275

When: Section 1: October 7-9, 2003
Section 2: April 20-22, 2004

#720 Developing Your Career Potential (1 day)

Careers in the new millennium are changing and evolving to fit the fluid market of today. Because real job security is a thing of the past, upgrading our skills, knowledge of the job market, and ambitious career development strategies are required.

This class is for anyone who is wondering: What could I do if my job is phased out? Where are jobs today? How do I find out what I'm suited for? Though the job market is in flux, it is still important to get the right job: a match satisfying to both the employer and the candidate.

Participants get an inventory exercise that gives extensive information about their individual strengths and preferences in order to target areas that suit them. They identify work accomplishments and skills for specifics in their resume and job application. Also, participants learn how to research resources, target their job search, and prepare references.

Pre-class requirement: STC will mail participants a personal inventory to assess their individual strengths and preferences in order to target areas that suit them. The inventory must be completed and mailed in for scoring so that results will be available prior to the class date.

- Objectives:
- Match areas of interest with career fields and jobs
 - Describe the importance of "right work"
 - Discuss services and information available from the State Personnel Board (SPB)
 - Research the job market using various organizational, community, and personal resources
 - Set goals for the next steps in your career

Related

Courses: #725

Instructor: Marti Andrews

Tuition: \$95

When: Section 1: October 23, 2003
Section 2: March 25, 2004
Section 3: May 26, 2004

#725 Get That Job! (1 day)

This class is for people who are seeking a job change and need to brush up their resume and improve their interviewing skills. The workshop will include how to focus your resume and present your skills in alignment with the job you are seeking.

- Objectives:**
- Identify your career and job preferences using a vocational interest inventory
 - Focus your resume on the job you seek
 - Know what to include—and what to leave out—of your resumé
 - Use fonts and format to focus the reader’s attention on the skills that match you to the job
 - Understand the role of the interviewer and the new methods they may use in your interview
 - Anticipate interview questions and prepare specific examples of your experience
 - Present yourself effectively—both verbally and non-verbally
 - Prepare yourself for answering the more difficult questions you may be asked

Related

Courses: #720

Instructor: Tony Carney

Tuition: \$95

When: Section 1: February 5, 2004

#777 Seven Habits of Highly Effective People (3 days)

The principles taught in this program have a variety of applications depending on your desire and creativity. You will learn to deal effectively with challenges common to all organizations.

Note: You will need to bring your planner with you on the second day of the class.

Habit 1: Be proactive

Habit 2: Begin with the end in mind

Habit 3: Put first things first

Habit 4: Think win-win

Habit 5: Seek first to understand, then to be understood

Habit 6: Synergize

Habit 7: Sharpen the saw

- Objectives:
- Work toward principle-centered, value-driven, and mission-oriented personal and organizational development
 - Manage time and resources in ways that focus on key roles and goals
 - Enhance relationships and work more effectively with people
 - Maintain balance and perspective
 - Impact job functions with self-management and human interaction principles
-

Instructor: Jennifer Leuchars

Tuition: \$399

When:

- Section 1: October 6-8, 2003
- Section 2: December 8-10, 2003
- Section 3: January 26-28, 2004
- Section 4: March 1-3, 2004
- Section 6: May 24-26, 2004

#810 Managing Yourself on the Job (2 days)

This class provides practical planning and coping skills for better organization of your work environment. The course is divided into four areas: managing time, managing space and paper, managing stress, and managing relationships.

- Objectives:
- Use proven time management skills
 - Set goals and prioritize tasks
 - Organize your work space for efficiency and ergonomics
 - Assess your own sources of stress, both internal and external
 - Identify and practice various stress coping methods
 - Improve relationships with people on the job
-

Related

Courses: #311, #324, #335, #340, #777, #816

Instructor: Katrina Kennedy

Tuition: \$195

When:

- Section 1: September 29-30, 2003
- Section 2: November 20-21, 2003
- Section 3: February 2-3, 2004
- Section 4: March 29-30, 2004
- Section 5: June 3-4, 2004

#325 Intervening in Group Processes (1 day)

This workshop is designed for anyone who is responsible for helping groups be more effective. If you conduct training classes, facilitate group discussions, or run meetings, being able to take effective action to keep a group moving is essential.

- Objectives:
- Apply a group process analysis model to a variety of situations
 - Identify what is happening in a group
 - Identify possible causes for group behavior
 - Develop strategies for intervening in group processes
 - Assess the potential impact of an intervention
-

Related

Courses: #312, #320, #321

Instructor: Diane Just

Tuition: \$95

When: Section 1: August 14, 2003
Section 2: November 12, 2003

#415 On-the-Job Training (1 day)

This course for managers, supervisors, and leadpersons will provide you with the fundamentals of on-the-job training methods.

- Objectives:
- Define the role of the on-the-job trainer as coach and mentor
 - Identify how adults learn
 - Create a training plan using a “process system”
 - Design an on-the-job lesson plan with learning objectives
 - Conduct and evaluate an on-the-job training session
-

Related

Courses: #230, #401

Instructor: Robert Jerome, Ph.D.

Tuition: \$95

When: Section 1: November 19, 2003
Section 2: June 16, 2004

#901 Orientation to the Training Function (1 day)

Training assignments come in many flavors in California State government. If you have new responsibilities that include training, you will benefit from this program. Program topics will primarily address concerns of those who are required to plan training activities to meet organizational needs and respond appropriately to management requests. The concepts learned will help any trainer more effectively respond to business-related needs.

- Objectives:
- Define the role of the departmental training officer
 - Understand the role of the training function in supporting your department's mission
 - Identify and apply the basic concepts of performance consulting in your organization
 - Identify the laws, rules, and policies that govern training in California State service and individual departments
 - Apply your department's training policy to everyday training situations
 - Identify the portions of the collective bargaining MOUs that relate to the training function
 - Identify training and consulting resources you can use
-

Instructor: George Steinert

Tuition: No charge

When: Section 1: November 21, 2003
Section 2: February 6, 2004
Section 3: May 20, 2004

#902 Training Developers' Workshop (5 days)

This intense workshop is designed to help trainers and managers use systematic procedures to design, develop, and evaluate training. You will learn the importance of needs assessments, adult learning principles, and effective training methods as related to course design.

Note: You will need to bring a job-related topic capable of being broken down into modules and appropriate for design purposes to this workshop.

- Objectives:
- Identify and apply appropriate needs assessment strategies
 - Develop training modules based on needs assessment data
 - Perform instructional analysis of training module subject matter
 - Write performance objectives and test items
 - Apply adult learning principles to training design
 - Identify and use effective instructional strategies
 - Identify and use effective evaluation techniques
-

Related

Courses: #901, #908, #912

Instructor: Katrina Kennedy

Tuition: \$545

When: Section 1: October 6-10, 2003
Section 2: March 1-5, 2004

#908 Instruction Techniques for Trainers (3 days)

This three-day class for stand-up trainers will provide active participation and practice in training skills. It includes a brief overview of design and development, writing behavioral objectives and preparation. The emphasis of the program is on the actual practice of training delivery including visual aids, adult learning theory, group facilitation skills, dealing with participants in the classroom, and selecting, using evaluating effective training techniques and methods. Participant presentations will be videotaped for use during feedback sessions.

Note: You should bring a course you are working on or ideas for a course.

- Objectives:
- List the steps in developing a training module
 - Determine training objectives
 - Match course methods to the audience
 - Incorporate a knowledge of adult learning principles in training development and delivery
 - Choose and use instructional aids effectively
 - Apply effective training methods and platform skills
 - Evaluate training effectiveness (self and others)
-

Related

Courses: #901, #902, #912

Instructor: Joseph Clark

Tuition: \$375

When:

- Section 1: September 15-17, 2003
- Section 2: October 29-31, 2003
- Section 3: December 8-10, 2003
- Section 4: January 26-28, 2004
- Section 5: March 8-10, 2004
- Section 6: April 21-23, 2004

#910 Performance Consulting (2 days)

Is training the most appropriate solution to improving your organization's performance? Learn how to determine the most appropriate, cost effective means to fill performance gaps, and to identify both training and non-training alternatives (such as job aids, computer resources, coaching).

Expand the traditional role of trainer into a performance consultant who addresses, diagnoses, clarifies, and solves performance problems by designing various interventions consisting of training and non-training activities. With decreasing budgets and increasing performance expectations, this two-day workshop enables you to acquire skills to determine and address the true causes of performance gaps. Course participants will acquire the following skills:

- Compare and contrast the role of trainer with performance consultant
- Demonstrate steps in performance consulting
- Educate management in analysis and resolution of performance concerns
- Demonstrate how to conduct a performance analysis (needs assessment) by identifying “what is” versus “what should be”
- Develop objectives to fill identified performance gaps (improvement areas)
- Suggest training and non-training interventions (activities) to fill performance gaps
- Demonstrate how to partner with management as performance consultants
- Transform a training center into a performance center

Related

Courses: #111, #112, #901

Instructor: Amy Ackerman

Tuition: \$245

#912 Interactive Training Techniques (2 days)

This lively class for experienced trainers focuses on integrating games and fun into training in order to enhance attention and retention. Far too many training sessions are dull and boring--not because the instructor didn't know the material, but often because the processes used to convey the material weren't imaginative. You will be able to design develop, deliver, and debrief interactive training activities such as games, icebreakers, simulations, and other exercises.

Note: Completion of STC #902 and/or #908 is a desired prerequisite.

- Objectives:
- Include interaction in all stages of a lesson plan
 - Locate, create, and modify games to achieve course objectives
 - Use games, icebreakers, and other exercises to enhance attention and retention without insulting the audience
 - Plan, conduct, evaluate, and debrief games using different media options
 - Make review techniques come alive to ensure retention
 - Add “pizzazz” to dry, technical content
-

Related

Courses: #908

Instructor: Marti Andrews

Tuition: \$250

When: Section 1: October 21-22, 2003
Section 2: March 23-24, 2004

#275 Writing for Managers (1 day)

Designed for managers, this workshop will help you assist staff in writing clearly and concisely by developing your individual styles. Whether you create your own documents or others write for your signature, you will learn to cut jargon and bureaucratese and to edit out old fashioned, starchy language. No two writers are alike, so this workshop provides individual appraisal and guidance, as well as group exercises.

- Objectives:**
- Review writing techniques taught to staff in other STC programs
 - Edit for clarification
 - Provide clear direction when assigning writing tasks
 - Use appropriate formats for letters, memos, proposals, and reports
 - Set the tone, whether you are building good will, informing, or persuading
-

Related

Courses: #621, #624

Instructor: Robert Jerome, Ph.D.

Tuition: \$95

When: Section 1: March 5, 2004

For additional writing resources, see page 125.

#515 Administrative Writing (2 Days)

This workshop for administrative assistants, secretaries, and other support staff will help you overcome the fear of writing (especially for another's signature), organize your thoughts, and communicate using clear, concise language.

- Objectives:
- Develop your ideas with active, passive, and reader-focused styles
 - Organize complete and coherent documents
 - Create business-like and professional documents
 - Identify and edit for clichés, bureaucratic jargon, and wordiness
-

Related

Courses: #520, #521, #621

Instructor: Robert Jerome, Ph.D.

Tuition: \$185

When:

- Section 1: August 11-12, 2003
- Section 2: October 14-15, 2003
- Section 3: December 3-4, 2003
- Section 4: February 5-6, 2004
- Section 5: April 1-2, 2004
- Section 6: June 17-18, 2004

For additional writing resources, see page 125.

#520 Grammar (3 days)

This program will debunk confusing myths about language and give you confidence in your ability to use and explain grammar, punctuation, and usage rules.

- Objectives:**
- Correctly apply contemporary rules for agreement, pronoun use, sentence construction, parallelism, and use of modifiers
 - Correctly apply contemporary rules for using commas, semicolons, colons, quotation marks, hyphens, apostrophes, and other punctuation
 - Review and apply rules for capitalization and writing numbers
 - Apply contemporary grammar and usage standards to sample documents by editing and proofreading the samples
 - Evaluate individual strengths and weaknesses and identify resources for individual follow-up
 - Distinguish grammar rules from individual preferences or myths

Related

Courses: #515, #521, #621, #5200

Instructor: Caesar Adams, Ph.D.

Tuition: \$295

When:

- Section 1: August 25-27, 2003
- Section 2: September 22-24, 2003
- Section 3: November 3-5, 2003
- Section 4: December 1-3, 2003
- Section 5: January 12-14, 2004
- Section 6: February 9-11, 2004
- Section 7: March 8-10, 2004
- Section 8: April 5-7, 2004
- Section 9: May 3-5, 2004
- Section 10: June 14-16, 2004

For additional writing resources, see page 125.

#521 Spelling and Vocabulary (2 days)

This program will strengthen your language skills by introducing activities, exercises and interesting information about the words that make up our language.

- Objectives:**
- Demonstrate dictionary skills by using the keys, guides, organization and pronunciation tables to answer questions
 - Correct commonly misspelled words by applying spelling rules and their exceptions
 - Demonstrate vocabulary skills by defining words based on content of passages and analyzing word parts
 - Demonstrate correct word usage by editing and correcting passages for jargon, slang, informal and misused words
-

Related

Courses: #520, #5210

Instructor: Kakwasi Somadhi

Tuition: \$195

When: Section 1: September 11-12, 2003
Section 2: January 29-30, 2004
Section 3: June 9-10, 2004

For additional writing resources, see page 125.

#621 Written Communication (4 days)

This course will help you learn strategies for presenting information effectively. You will learn to write clearly, concisely, and correctly.

Prerequisite: You should have completed program #520 (Grammar) or feel comfortable with your knowledge of grammar before enrolling.

Note: Please bring ten (10) pages of your writing to the first class meeting.

- Objectives:**
- Test the readability of documents for specific audiences by applying criteria that identify potential communication problems
 - Identify and use appropriate graphic, layout, and typographic devices to supplement or replace text and improve information access and retrieval
 - Analyze your audience and purpose for writing
 - Organize and develop paragraphs to create coherence and flow
 - Edit for clarity, conciseness, and accuracy

Related

Courses: #520, #617, #622, #624, #625, #629, #6210

Instructor: Robert Jerome, Ph.D. (RJ) or Caesar Adams, Ph.D. (CA)

Tuition: \$395

When:

- Section 1: July 15-18, 2003 (RJ)
- Section 2: August 18-21, 2003 (CA)
- Section 3: September 15-18, 2003 (RJ)
- Section 4: October 20-23, 2003 (CA)
- Section 5: January 5-8, 2004 (RJ)
- Section 6: February 23-26, 2004 (CA)
- Section 7: March 22-25, 2004 (RJ)
- Section 8: April 26-29, 2004 (CA)
- Section 9: June 1-4, 2004 (RJ)

For additional writing resources, see page 125.

#622 Writing Letters and Memos (1 day)

This workshop will help you write letters and memos that clearly state your message and get the results you want. You will learn various shortcuts and techniques for getting started, for identifying your audience and agency's needs, for adjusting tone and style, for effectively reviewing preliminary drafts, and for formatting the final product.

Note: Please bring several sample letters or memos used in your office to class.

- Objectives:
- Identify reader and writer needs
 - Select an appropriate tone and style for documents having different audiences and different purposes
 - Use various techniques for overcoming writing blocks and getting the reader's attention by beginning letters and memos quickly and effectively
 - Edit for clarity and economy and proofread for correctness
 - Design letters and memos for visual interest, emphasis, and easy review and retrieval of information
-

Related

Courses: #520, #617, #621, #624

Instructor: Caesar Adams, Ph.D.

Tuition: \$95

When:

- Section 1: August 22, 2003
- Section 2: September 11, 2003
- Section 3: October 24, 2003
- Section 4: December 4, 2003
- Section 5: January 15, 2004
- Section 6: February 6, 2004
- Section 7: February 27, 2004
- Section 8: March 11, 2004
- Section 9: April 8, 2004
- Section 10: May 6, 2004
- Section 11: June 17, 2004

For additional writing resources, see page 125.

#624 Editing Workshop (1 day)

This workshop provides you with practice and further development of the editing skills introduced in course #621, Written Communication.

Prerequisite: You should have good writing skills or have attended course #621.

Note: Please bring to class approximately ten (10) written pages which require revision. Your editing samples may be from one or several documents.

- Objectives:**
- Identify and correct common practices that create wordy and unclear writing
 - Identify and apply criteria for improving the readability of documents
 - Develop and practice simple procedures for revising paragraphs to improve their organization
 - Distinguish personal style preferences from editorial requirements when revising the work of others
 - Edit and revise more quickly
-

Related

Courses: #275, #621, #622

Instructor: Caesar Adams, Ph.D.

Tuition: \$95

When: Section 1: November 6, 2003
Section 2: April 30, 2004

For additional writing resources, see page 125.

#625 Technical Report Writing (3 days)

This workshop is for engineers, scientists, planners, administrators or other professionals who write or edit technical reports. It will help you develop planning, engineering, research, environmental, and other technical reports.

Prerequisite: You must possess good basic skills in grammar and writing or have completed course #621 (Written Communication).

Note: The instructor will require a sample of your writing (from one or several documents) not later than one week before the class date.

Objectives:

- Review sample technical writings, correct errors and establish critical standards for technical writing
- Use various techniques for communicating technical information to non-technical readers
- Edit preliminary drafts of technical documents for clarity, economy, and emphasis
- Use appropriate graphic devices to enhance report readability and facilitate easy access and retrieval of information
- Evaluate and test readability
- Evaluate organization, paragraph structure, and critical format elements of technical reports to enhance easy use and retrieval of information

Related

Courses: #617, #621

Instructor: Caesar Adams, Ph.D.

Tuition: \$295

When: Section 1: September 8-10, 2003
Section 2: February 17-19, 2004

For additional writing resources, see page 125.

#629 Procedure and Manual Writing (29 hours)

This workshop covers planning, writing, revising, producing, and maintaining a manual. The program consists of a four-hour introductory session plus four 6-hour workshops and an individual follow-up meeting with the instructor to review the participant's manual sample.

Prerequisite: You should have good writing skills or have attended course #621-Written Communication or course #625-Technical Report Writing.

Note: Be prepared to bring a sample of the procedure or manual you have written (or a sample of a manual or procedure currently used in your department) to the first class meeting. You will apply the training to your sample in the workshop sessions.

Objectives:

- Identify critical communication factors that simplify a user's understanding and use of written procedures
- Evaluate various techniques for organizing, numbering, and accessing a manual's contents
- Evaluate and design various layouts, tables, charts, and other visuals for condensing written procedures and facilitating easy use and information retrieval
- Develop and apply specific copy and final editing procedures for completing draft instructions and other manual contents
- Develop templates for handling similar types of information and repeated tasks throughout a manual
- Identify critical factors for implementing an effective manual maintenance program

Related

Courses: #621, #624, #625

Instructor: Caesar Adams, Ph.D.

Tuition: \$475

When: Section 1: October 27-31, 2003
Section 2: May 17-21, 2004

For additional writing resources, see page 125.

State Training Center Virtual Classroom

What is the State Training Center Virtual Classroom?

The Virtual Classroom offers several on-line courses that are available to you via the Internet. Now you can take classes anytime, at any location where you have Internet access. The courses are taught by instructors from California State University, Sacramento, (CSUS), and designed so you can take them at your own pace. There is a strong dialogue component via web-based conferencing. If you need technical help, it's available 7 days a week. Continuing Education Units (CEUs) are awarded for successful course completion (70% passing score).

Now, STC, the best choice for training, is also the most convenient!

Features and Benefits:

- Professional development skill courses
- 24 hour access from your desktop at work, home, or virtually anywhere in the world
- Designed specifically for government professionals
- Developed by credentialed instructional designers
- Facilitated by university instructors
- Continuing Education Units (CEUs) awarded for successful course completion
- Technical help available 7 days a week
- Easy navigation
- Competitively priced

Courses Include:

- | | |
|-------------------------------|----------------------------|
| • Performance Appraisal | • The Power of Words |
| • Strategic Planning Overview | • Analytical Skills |
| • Project Management | • Written Communication |
| • Time Management | • Completed Staff Work |
| • Grammar Matters | • Legislative Process/Bill |

Analysis

- Communication Skills: Dealing with Difficult People

Please visit our website often for updated class information and schedules, and for details on current courses, registration, to review the Introduction to On-Line Learning and Web CT, and system requirements.

Key Information for Virtual Classroom Courses

Enrollment Procedure: To enroll in a class at the STC Virtual Classroom, your department must submit an approved Program Registration Form (STD 697). The STD 697 can be downloaded from our Web site. Please be sure to include a correct Internet e-mail address. The STD 697 must be signed by your approval authority. You can fax your registration to us at (916) 324-4050.

After you have registered, you will receive your user name and password from California State University, Sacramento (CSUS) and be directed to your log-on site.

Introduction to On-Line Learning and Web CT: All students must read the web-based Introduction to On-Line Learning and Web CT module before taking any of the web-based courses. This module explains how to properly navigate the course, participate in the conference, post assignments, and answer questions about access and log-in procedures.

CEUs: All students who successfully complete a State Training Center Virtual Classroom course will receive Continuing Education Units (CEUs) and a personalized, signed certificate of professional development. To receive CEUs, you must obtain a 70% passing score. Students are scored by participating in on-line discussions, quizzes, and assignments.

System Requirements:

At the time of printing this catalog the system requirements are as follows:

- Processor: Pentium class 166 MHz or an Apple 68030 CPU or better.
- Operating System: Windows 95 or later; or Macintosh 9.x or later.
- Computer Memory: 32 MB RAM minimum, 64 MB recommended, 100 MB freedisk space, 2 GB Hard Disk.
- Modem Speed: 28.8 Kbs minimum, 56 Kbs or higher recommended.
- Internet Browser: Microsoft Internet Explorer 5.0 or higher; Netscape 4.76, 6.2.1 and 6.2.3; AOL 7.0
- Please note that the following browsers are not supported; Netscape 4.78, 4.79, 6.0 and 6.1; Internet Explorer 5.5 SP1

For the most current system information, please visit our Virtual Classroom website at www.dpa.ca.gov/tcid/stc/virtual/virtual1.shtm

New Courses: Tell us which new courses you'd like to see on the web. Please write us at "elearning@dpa.ca.gov". We appreciate your input regarding future course topics!

#2070 Strategic Planning Overview (8 hours)

This interactive on-line course, equivalent to an eight-hour class, will give students an effective understanding of the strategic planning process, their department's contribution to the process and how they play a part in its success.

- Objectives:**
- Understand the basic concepts of strategic planning and how to apply these to an organization
 - Understand organizational values, and the impact these values have on the development of the organizational mission
 - Explain how the organizational vision shapes the development of goals and objectives for the department
 - Demonstrate how action plans and performance measurements make the accomplishment of the organization's goals the responsibility of every department and employee in the organization
 - Identify performance measurements to assess the plan's progress and success
 - List the processes for communicating the plan and how to attain buy in by customers and employees of the organization
 - Demonstrate the process of milestone reviews of the plan and how to revise the plan through the strategic planning cycle

CEU's: 0.8

Related

Courses: #111, #112, #113, #642

Instructor: CSUS Instructor

Tuition: \$89

When: Section 1: October 27 - November 9, 2003
Section 2: May 3-16, 2004

#2100 Project Management (23 hours)

This interactive on-line course, equivalent to a 23-hour class, will provide students with effective program management skills.

- Objectives:**
- Identify suitable projects for carrying out an organization's mission
 - Select from a list of candidate projects those projects that are within a funding organization's total budget and that will provide maximum benefits when completed
 - Prepare effective requests for proposals for issuing to prospective contractors to perform projects
 - Conduct negotiations between a customer (i.e., a funding organization) and a contractor (i.e., the performing organization) to finalize a statement of work that is consistent with project objectives, budget, and time frame
 - Audit a work breakdown structure and set of work plans or packages to insure compliance with a project's statement of work
 - Understand bar charts and activity networks and how to apply them for scheduling project activities and expenditures
 - Identify and evaluate the risks involved in projects and how to cope with them
 - Provide an effective system for monitoring and controlling a project performance
 - Establish procedures for verifying that a project been completed satisfactorily and for terminating a project in an orderly manner
 - Create and motivate a project team
 - Identify the lines of authority and responsibility between individuals and organizations involved in a project

CEU's: 2.3

Related

Courses: #210, #312, #320, #330, #6110

Instructor: CSUS Instructor

Tuition: \$189

When: Section 1: August 25 - September 15, 2003
 Section 2: October 27 - November 17, 2003
 Section 3: February 2-23, 2004
 Section 4: May 3-24, 2004

#2300 Performance Appraisal (8 hours)

During this course for supervisors and managers, which is equivalent to an eight-hour class, you will learn the knowledge and skills necessary to prepare, plan, and conduct performance appraisals and communicate expectations and results.

- Objectives:**
- Define the performance appraisal process
 - Understand the performance appraisal cycle
 - Define the use of position statements
 - Apply performance standards and measurements
 - Define different types of performance appraisals and their benefits
 - Characterize the components of performance appraisals
 - Prepare for the performance appraisal using the preparation checklist, manager/supervisor's memory file and the individual development plan
 - Use the appraisal interview checklist
 - Use coaching, mentoring, and motivational techniques as additional tools for feedback
-

CEU's: 0.8

Related

Courses: #230, #240, #415

Instructor: CSUS Instructor

Tuition: \$89

When: Section 1: August 25 - September 7, 2003
Section 2: October 27 - November 9, 2003
Section 3: February 2-15, 2004
Section 4: May 3-16, 2004

#3400 Time Management (8 hours)

This interactive on-line course, equivalent to an eight-hour class, engages students in eliminating obstacles to productivity, developing effective tactics for organizing and managing tasks, and establishing a productive work environment. The course provides tips, tools, and techniques that enable students to set and achieve goals while minimizing stress, redundancies, and distractions. Through discussion and planning exercises, students learn practical techniques for managing their time.

- Objectives:**
- Evaluate work patterns, analyze energy flow, and schedule activities at peak performance times
 - Identify personal productivity barriers
 - Prioritizing tasks and scheduling activities to maximize productivity
 - Demonstrate techniques for efficient handling of paperwork, e-mail, telephone calls, and visitors
 - Calculate the potential value of work time and demonstrate organizational skills that support goal achievement
 - Development of an action plan for building effective time management habits

CEU's: 0.8

Related

Courses: #340, #421, #810

Instructor: CSUS Instructor

Tuition: \$89

When: Section 1: August 25 - September 7, 2003
 Section 2: October 27 - November 9, 2003
 Section 3: February 2-15, 2004
 Section 4: May 3-16, 2004

#5200 Grammar Matters (24 hours)

This interactive on-line course, equivalent to a 24-hour class, will help participants bolster their confidence in users of the language and engages students in a fast-paced review and application of English grammar fundamentals. Topics explored include sentence components, parallel structure, punctuation, and inflection. The course provides instruction and practice in applying contemporary grammar rules for pronouns and modifiers, and introduces tools and resources for effective word selection.

- Objectives:**
- Explain and use contemporary grammar, punctuation, and word usage rules
 - Employ grammar and punctuation rules in written applications
 - Identify and correct grammatical and punctuation errors
 - Demonstrate skill in developing clear and concise sentences; apply these skills in editing and proofreading the work of others
 - Develop a resource kit including reference materials, tips, and an action plan for continuing improvement
-

CEU's: 2.4

Related

Courses: #515, #520, #521, #6210

Instructor: CSUS Instructor

Tuition: \$189

When: Section 1: August 25 - September 17, 2003
Section 2: October 27 - November 19, 2003
Section 3: February 2-25, 2004
Section 4: May 3-26, 2004

#5210 The Power of Words (12 hours)

This interactive, on-line course, equivalent to a 12-hour class, will help participants acquire strategies to expand their vocabularies and improve their spelling skills.

- Objectives:**
- Use dictionaries knowledgeably and skillfully as competently as any lexicographer
 - Spell words with greater ease and confidence than ever before
 - Increase your vocabulary by learning to comprehend unfamiliar words in relation to familiar words within various contexts
 - Appreciate that words, when used thoughtfully, can convey meaning accurately
 - Learn to understand the difference between standard and non-standard, informal and formal, non-technical and technical words
 - Understand how words contribute to or detract from clarity

CEU's: 1.2

Related

Courses: #521, #5200, #6210

Instructor: CSUS Instructor

Tuition: \$139

When: Section 1: August 25 - September 9, 2003
 Section 2: October 27 - November 11, 2003
 Section 3: February 2-17, 2004
 Section 4: May 3-18, 2004

#6110 Analytical Skills (16 hours)

If you are considering a career as an analyst, this program, equivalent to a 16-hour class, will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical to a government analyst.

- Objectives:**
- Identify the role of staff analysts and managers in State service and be able to contrast the two roles
 - Understand the critical thinking process and its applications
 - Apply critical thinking skills and problem analysis techniques by studying the characteristics of a problem and analyzing well-defined vs. ill-defined problems
 - Use cause and effect relationships to explore a system's components
 - Practice the seven steps of systematic analysis: 1) Define the scope of the assignment; 2) Determine the methodology; 3) Develop work plans; 4) Gather data; 5) Organize and analyze the data; 6) Generate alternatives; and 7) Recommend an alternative
 - Recognize different types of data (text, numeric and graphic) and their applications
 - Design a data collection survey that includes an executive summary, tables and graphs
 - Define sources of data, means of collection, and means of analysis
 - Apply a spreadsheet methodology to diagnose problems using: data manipulation and coding, data visualization and numeric operations
 - Recognize report formats commonly used by State analysts, including internal memos, issue papers and official reports
 - Use interpersonal skill level/individual problem solving approaches

CEU's: 1.6

Related Courses: #330, #611, #2100

Instructor: CSUS Instructor

Tuition: \$139

When: Section 1: August 25 - September 12, 2003
Section 2: October 27 - November 14, 2003
Section 3: February 2-20, 2004
Section 4: May 3-21, 2004

#6210 Written Communication (24 hours)

This course, equivalent to a 24-hour class, will help you develop strategies for presenting information effectively. You will learn to write clearly, concisely, and correctly.

- Objectives:**
- Analyze the audience and identify the purpose of writing
 - Break the writer's block
 - Organize your message
 - Write concisely and forcefully
 - Edit with clarity to obtain a consistent tone
 - Use graphs and other visual formats
 - Write specialty letters, memos and documents
 - Use tone and emphasis correctly
 - Apply correct proofreading and editing techniques

CEU's: 2.4

Related

Courses: #621, #624, #625, #629, #5200, #5210

Instructor: CSUS Instructor

Tuition: \$189

When: Section 1: August 25 - September 17, 2003
 Section 2: October 27 - November 19, 2003
 Section 3: February 2-25, 2004
 Section 4: May 3-26, 2004

#6230 Completed Staff Work (8 hours)

This course for analysts, equivalent to an eight-hour class, will prepare you to effectively recommend solutions to management problems. The completed staff work process results in a product that will require only the manager's signature to implement recommendations.

- Objectives:**
- Define completed staff work
 - Use completed staff work to effectively recommend solutions to problems
 - Apply critical thinking and its characteristics to completed staff work
 - Learn how to overcome barriers to completing work assignments using the four general principles of: understanding the nature of the assignment or problem, make a plan to achieve the outcome, try out the plan, and monitor the outcome of the plan
 - Use the techniques of asking questions, paraphrasing and taking notes to clarify the facts and assumptions of an assignment
 - Apply and understand the seven steps to systematic analysis and completed staff work
 - Use an action memo to prepare a written recommendation
-

CEU's: 0.8

Related Courses: #330, #623, #6110

Instructor: CSUS Instructor

Tuition: \$89

When: Section 1: October 27 - November 9, 2003
Section 2: May 3-16, 2004

#6760 Legislative Process/Bill Analysis (24 hours)

This overview of the legislative process, equivalent to a 24-hour course, helps participants follow the path of a bill from its introduction in the Legislature to its signature by the Governor.

- Objectives:**
- Understand the legislative process and how to utilize these resources effectively
 - Identify the key components and sections of a bill
 - Describe legislative resources that can be utilized in the workplace
 - Write a bill analysis
 - Use Web sites to gather information on legislative activities
 - Understand how a bill becomes a law
 - Understand and interpret an actual piece of an Assembly or Senate bill
 - Develop a glossary of legislative terms
-

CEU's: 2.4

Related Courses: #676, #677

Instructor: CSUS Instructor

Tuition: \$189

When: Section 1: October 27 - November 19, 2003
Section 2: May 3-26, 2004

#8160 Communication Skills: Dealing With Difficult People
(24 hours)

This course, equivalent to a 24-hour class, will help you to interact more effectively with others; increase your ability to understand and be understood; help you deal with difficult people; and positively impact the behavior of those around you.

- Objectives:**
- Explain the communication process
 - Identify characteristics of effective and non-effective communication
 - Utilize listening skills
 - Successfully use “I” statements
 - Deal with difficult behaviors
 - Recognize the importance of cultural difference in communication
 - Appreciate the role of perceptions, assumptions, images and values in communication processes
 - Use personal communication strengths to improve team communication

CEU's: 2.4

Related

Courses: #311, #335, #345, #420, #813, #816

Instructor: CSUS Instructor

Tuition: \$189

When: Section 1: October 27 - November 19, 2003
Section 2: May 3-26, 2004

My SkillSource Self-Paced Web-Based Training

What is the State Training Center's *My SkillSource* Self-Paced Web-Based Training?

My SkillSource is an on-line, self-paced, stand-alone training resource that delivers dynamic, cutting edge, professional development training right to your desktop—anytime, anywhere. This is a cost-effective solution as it is not necessary to purchase blocks of libraries. You can purchase just one library or as many libraries as you need at any time.

Features and Benefits:

- Reduces training costs and time
- 24 hour access from your desktop anywhere in the world you are connected to the Internet
- Engaging and effective professional training
- Enables employees to conveniently learn at their own pace in the office or at home
- Easily supports staff in field offices or other remote locations statewide
- Technical support available 24 hours a day, 7 days a week

Who can use My SkillSource?

Any government professional seeking to improve his/her effectiveness of skills including Management, Business Writing, Communication, Project Management, Delegation, Team Building, Leadership and more.

Convenient and easy to use, My SkillSource offers seven distinct libraries to choose from. Within these libraries are a total of 117 separate courses. A library subscription includes unlimited access to courses and reference within the library for an entire year.

Library Titles (number of courses per library) and one year subscription price per library:

Finance (2) \$110	High Performance Management(1) \$100
Interactive Management (7) \$150	Situational Leadership (1) \$90
Project Management (11) \$70	Business Performance Support (59) \$50
Workplace Safety (36) \$50	

Also, prepackaged combinations of libraries are available at discounted prices.

Key Information for My SkillSource Courses

Enrollment Procedure: To enroll in a My SkillSource library, your department must submit an approved Program Registration form (STD 697). The STD 697 can be downloaded from our website. The STD 697 must be signed by your approval authority. Please be sure to include both your Internet e-mail address and the Internet e-mail address of your approval authority. You can fax your registration to us at (916) 324-4050.

After you are registered, the STC will send you, as well as your approval authority, a confirming letter. Additionally, within five days Enterprise Training Solutions (My SkillSource provider) will send you an e-mail with your site access information. This information will direct you to the STC My SkillSource homepage and allow you to begin taking classes.

Introduction to On-Line Learning: All students are strongly urged to review the “Element K New Student Orientation” module provided in each library. This orientation has been designed to optimize the student’s learning experience.

System Requirements:

- Processor: Pentium 90-MHz or better; or a Macintosh PowerPC
- Operating Systems: Windows 95 or later or Macintosh OS 8 or later
- Memory: 32 mb RAM minimum, 64 mb recommended
- Internet Browser: Netscape 4.0 or later, Microsoft Internet Explorer 5.0 or later or AOL current version
- Any Internet service provider (ISP) with reliable access
- Modem: 28.8 kpbs minimum; 56 kpbs recommended

Some self-study tutorials require the Shockwave/Flash Player plug-in. This plug-in is available on the My SkillSource website. If your computer does not have the player installed, you will automatically be given download instructions. If there is an issue with your department regarding the downloading of this player onto a department’s PC, the STC can assist you. The Shockwave/Flash Player plug-in is not required to logon to My SkillSource.

Please visit our website at www.dpa.ca.gov/tcid/stc/virtual/ssmenu.shtm for more information regarding STC’s My SkillSource self-paced, web-based training program, which includes library course listing, pricing, registration, system requirements and other useful information. You may also write us at elearning@dpa.ca.gov or call us at (916) 445-5121.

Pre-qualified Consultant Services

Let us help you improve your organizational operations! Use our pre-qualified consultants to assist you in improving performance, customer satisfaction and services.

We will help you acquire the right consultant that matches your specific needs.

Our consultant resource pool eliminates duplication of effort and *best of all, saves State government time and money.*

Enjoy the benefits and ease of using pre-qualified consultants who have passed through an extensive screening/approval selection.

Free up your staff's time—we will prepare the contract for you.

Our expert consultants provide services in the following areas:

- Facilitators
- Leadership
- Process Improvement
- Strategic/Operational Planning
- Customer Service
- Speakers
- Team Building
- Team Work

Our consulting services deliver positive results!

For additional information, please contact our office at:

www.dpa.ca.gov/tcid/osci/osci.shtm
consultants@dpa.ca.gov
(916) 445-5121

Video Conferencing Services

What is Video Conferencing?



Video Conferencing allows people at different locations to see and hear each other in real time. Video conferencing also has the ability to share audiovisual and computer files interactively which can extend the learning experience. This specialized communication technology offers new possibilities for conferencing, meetings, hearings and training.

Benefits of Video Conferencing

- Maintains a true classroom/meeting experience by allowing participants to see and talk to each other
- Reduces travel costs
- Reduces staff travel time
- Ability to share videos, computer applications and documents instantly

Video Conferencing Room Rental Rates

Half-Day Rate:	\$225.00
All Day Rate:	\$350.00

Video conferencing reservation includes connection to three remote sites and all line charges. Conduct your meeting, presentation or formal instruction between distant locations and retain all the interaction of a local gathering. Please visit our website at www.dpa.ca.gov/tcid/stc/vc.shtm for more information regarding STC’s Video Conferencing service. You may also write us at VideoConference@dpa.ca.gov or call us at (916) 445-1542.

STC Group Registration

What is Group Registration?

Instead of registering staff individually for a class, group registration allows us to bring the class to you . . . at significant savings too!

Tuition Savings—Save up to 42%

Typical examples of group rates:

	20 person Group	25 person Group	30 person Group	30 people Open Enrollment
1 day	\$1,300	\$1,475	\$1,650	\$2,850
2 day	\$2,600	\$2,950	\$3,300	\$5,550
3 day	\$3,900	\$4,425	\$4,950	\$8,250

For most classes, group registration is only \$65 per person for the first 20 participants. You can send up to 10 more participants for only \$35 per person per day.

Instructor travel and per diem charges may be applicable.

Classes Delivered At Your Location

With Group Registration, our instructors come to your facility so you avoid travel costs for your participants. Travel and per diem savings can be significant (example: 20 participants from Bakersfield to Sacramento, approximately \$250 per person, or \$5,000). You supply the training site, audio/visual equipment, and support staff as needed.

Group Registration is also available at State Training Center facilities in Sacramento based upon availability. STC room rental charges include A/V equipment.

Customized Courses

Our professional, experienced instructors go the extra mile with group courses. At your request, they will tailor the course to meet your unique needs. They will expand, reduce, modify, or even eliminate class modules at your request.

Minor changes available at no cost; major customization available at reasonable rates.

Teamwork and Interaction

When all participants are from the same organization, a group class achieves a level of team building and communication that promotes a more productive organization. The small class size makes the learning environment more interactive and personal.

We Make It Simple!

Tell us what kind of training you need, the number of participants, and when and where you want the class to take place. Our professional staff will work with you and the instructor to make it happen.

Upon receiving your group request, we will prepare a registration form with your information which includes a complete estimate of your charges. Just sign and return it.

For more information or to register a group,
call us at (916) 445-5121 today!

Other Training Available

Accounting & CalStars (Department of Finance)

The Department of Finance offers classes in

- *CALSTARS*, contact (916) 445-0211, ext. 2803.
- *State Fund Accounting*, contact (916) 445-3434, ext. 2142.
- *Pro Rata, Statewide Cost Allocation Plan (SWCAP)*, contact (916) 445-3434, ext. 2164.
- *Indirect Cost Rate Proposal (ICRP)*, contact (916) 445-3434.

For more information, visit their web site at
www.dof.ca.gov/fisa/fisa.htm

Acquisition and Materials Management (Department of General Services)

The California Acquisition and Materials Management Institute (CAMMI) provides courses for *contracting, purchasing, acquisitions, materials management, records management*, and related topics. Contact (916) 375-4500 or visit their website at **www.pd.dgs.ca.gov**

Contract Process (Department of General Services)

The Department of General Services offers training in the *state contracting process*. Contact (916) 324-3831 or visit their website at **www.ols.dgs.ca.gov**

Employee Assistance Program— Training for Trainers

Employee Assistance Program (EAP) coordinators and department training staff can learn more about the State's EAP and acquire skills to train State employees, supervisors and managers in the use of the EAP. Participants will receive a training video, a "Training-for-Trainers" manual, and DPA certification to conduct EAP training. For more information regarding scheduled dates of classes and how to register, call Darlene Schell at (916) 324-9353.

Resources

Emergency Management/ Hazardous Materials (Office of Emergency Services)	The California Specialized Training Institute (CSTI) offers special courses for emergency personnel. Contact (805) 549-3535 or visit their website at www.oes.ca.gov
Forensic Science (Department of Justice)	Contact the California Criminalistics Institute at (916) 454-5433 or www.cci.ca.gov
Information Technology (HHSDC Training Center)	The Health and Human Services Data Center (HHSDC) Training Center offers information technology (IT) training including mainframe, PC application, networking, telecommunications, web development, HIPAA, and other high-end technical training. Other services include customized training, conference facilities, and room rentals. Contact (916) 739-7502, or visit their website at www.training.cahwnet.gov/
Peace Officer and Related Topics (Commission on Peace Officer Standards and Training or POST)	POST has an extensive list of programs designed for law enforcement professionals. Contact (916) 227-4866, or visit their website at www.post.ca.gov
Personnel and Technical Training (State Personnel Board)	The State Personnel Board offers a variety of classes on personnel topics, such as sexual harassment prevention, chairing interview exams, and the selection analyst training program. Contact (916) 653-2085, or visit their website at www.spb.ca.gov/spbtrain

Project
Management
(IT)

Courses in IT project planning, feasibility study reports, and IT project management are offered by the HHSDC Training Center. Visit the HHSDC website at **www.training.cahwnet.gov/**

The Department of General Services offers training to prepare for professional certification in IT project management. Visit the DGS website at **www.pd.dgs.ca.gov/projmgmt/default.htm**

Retirement Plan-
ning
(Public Employees
Retirement System)

The Public Employees' Retirement System offers a course in retirement planning to help you understand your CalPERS retirement benefits. Contact (800) 352-2238, or visit their website at **www.calpers.ca.gov**

Safety Training
(Department of
General Services)

The Department of General Services, Office of Risk & Insurance Management offers courses in basic safety, defensive driving, first aid, CPR, etc. For information on Defensive Driving Classes, contact (916) 376-5311. For information regarding CPR/First Aid classes, contact (916) 376-5309, or visit their Web site at **www.orim.dgs.ca.gov**

Telework/
Telecommuting
(Department
of Personnel
Administration)

DPA offers training and consultation for managers, supervisors, program coordinators, and potential teleworkers. Contact David Fleming, California Telework Program Consultant at (916) 327-9143.

Writing
Resources

Sacramento City College has an extensive English as a Second Language (ESL) education program. For information, contact the SCC Counseling Office at (916) 558-2204, or visit their website at **www.scc.losrios.edu/~langlit/esl/**. Alternatively, contact the Adult Education program of your local school district or community college.

Notes

Lodging

State rates offered based on availability at time of reservation

- | | |
|---|---|
| 1. BEST WESTERN SUTTER HOUSE
1100 H St., Sacramento
Tel: (916) 441-1314 or (800) 528-1234 | 7. DOUBLETREE HOTEL SACRAMENTO
2001 Point West Way
Tel: (916) 929-8855 |
| 2. CAPITOL PARK BED AND BREAK-FAST
1300 T Street
Tel: (916) 414-1300 | 8. RADISSON HOTEL
500 Leisure Lane
Tel: (916) 922-2020 (800) 780-7234 |
| 3. HILTON SACRAMENTO ARDEN WEST
2200 Harvard Street
Tel: (916) 922-4700 or (800) 344-4321 | 9. EMBASSY SUITES SACRAMENTO
100 Capitol Mall
Tel: (916) 326-5000 |
| 4. COURTYARD BY MARRIOTT SOUTH NATOMAS
2101 River Plaza Drive
Tel: (916) 922-1120 or (800) 321-2211 | 10. RESIDENCE INN BY MARRIOTT SOUTH NATOMAS
2410 West El Camino
Tel: (916) 649-1300 or (800) 331-3131 |
| 5. HYATT REGENCY
1209 L Street
Tel: (916) 443-1234 | 11. HAWTHORN SUITES
321 Bercut (I-5 Riverside Blvd.)
Tel: (916) 441-1200 |
| 6. DAYS INN DISCOVERY PARK
350 Bercut Drive
Tel: (916) 442-6971 or (800) 952-5516 | 12. SHERATON GRAND
1230 J Street
Tel: (916) 447-1700 |

Directions to the State Training Center

From East of Sacramento: Take Hwy 50 West to Business 80 West. Take the 16th Street exit turning right onto 16th Street. We are 5-1/2 blocks up on the left.

From West of Sacramento: Take Business 80 East. Use the 15th Street exit; continue one block and turn left onto 16th Street. We are 6-1/2 blocks up on the left.

From Hwy 99: Take the interchange onto Business 80 West; use the 16th Street exit turning right onto 16th Street and continue North to STC.

From I-5 (Sacramento Int'l Airport): Take the interchange to Business 80 East. Use the 15th Street exit; continue one block and turn left onto 16th Street. We are 6-1/2 blocks up on the left.

From Light Rail: Get off at the 16th Street Station and proceed just 1/2 block south to STC. Trains run every 15 minutes.

Information

Administrative

Analytical

Communication

General

Management & Supervision

Personal Development

Training

Writing

Web-Based

Resources

State Training Center

Department of Personnel Administration
Training Division
1515 "S" Street, North Building, Suite 108
Sacramento, CA 95814-7243
(916) 445-5121 • Fax: (916) 324-4050

www.dpa.ca.gov

